

# Multistakeholder Forestry Program - Milestones and Challenges, 2010 -

External Evaluators' Review

NORAD COLLECTED REVIEWS 10/2010

Antoinette G. Royo, Esq with Andik Hardiyanto, Zulkifli Alamsyah and Lili Hasanuddin

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## **External Evaluators' Review**

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**Multistakeholder Forestry Program Milestones and Challenges**

**2010**

**External Evaluators' Review**

**Executive Summary**

By

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With

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August 2010

The Forest Governance Program (FGP), under the Environmental and Economic Governance (EEG) Cluster of Kemitraan aims to fund and support multi-stakeholder partnerships that improve forest governance, deliver more equitable benefits to primary forest stakeholders, and encourage more sustainable management of forest resources. The Program is funded by the Government of Norway and is implemented by Kemitraan since August, 2007.

Six key components of the program include: 1) better regulations and policies to promote sustainable forestry, 2) establishment of micro, small and medium enterprises for forestry, 3) empowerment of community foundations (CFs) to support and upgrade effective local partnerships, 4) knowledge management skills to support forest governance policy and practices, 5) establishment of institutions for climate change mitigation and adaptation, and 6) multi-stakeholder participation in climate change.

The Program identifies three strategic issues, namely: 1) Acceleration and upgrading of Community-based Forest Management (CBFM), 2) Forest and Climate Initiatives, and 3) Resource Mobilization and Business Community engagement.

Implementation strategy is comprised of multi-pronged, multi-level, multi-stakeholder support for policy reform within government, and empowerment of communities and Non-Governmental Organizations (NGOs) to play active roles in management and decision making of CBFM and Reducing Emissions from Deforestation and Forest Degradation (REDD) sites, influencing local, national and international institutions' positions.

The mid-term evaluation which was conducted in February 2009 recommended that CBFM activities be linked tightly with poverty alleviation strategies; an ecosystem approach be used to leverage activities from site to site; and the basis for collaboration be strengthened with the Ministry of Forestry. The period to effect these recommended changes is less than one year, before this Final Review.

In this final review, the FGP-Kemitraan would have had three years contribution to an over fifteen years of focused donor support to the Ministry of Forestry's "hutan lestari, masyarakat sejahtera" (managed forests, prosperous communities) Program<sup>1</sup>. These three years constitute what might be called a 'continuance'<sup>2</sup> of an Indonesian design to the Multi-stakeholder Forestry Program (MFP) of Department

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<sup>1</sup> *Perhutanan Sosial* as a program within the Indonesian Ministry of Forestry began in mid 1980's, and primarily supported by The Ford Foundation. Sutaryo, 2006.

<sup>2</sup> Term refers to in English, as "the state of remaining in operation" (Webster 2000), best suits what was a purposeful attempt of a set of bilateral donors, led by the UK Department for International Development and Norwegian Aid in Indonesia, to pool resources to ensure meaningful transition with decentralized institutions and tracking of impact of multi stakeholder approach to sustainable forestry management reform.

for International Development-United Kingdom-(DFID-UK) and the Government of Indonesia-Ministry of Forestry. The Review covers the period from September 2007 to April 2010.

DFID-MFP provided approximately 14 million poundsterling, to multi-stakeholder local-national partnerships by the end 2006, and by design, was supplemented by Norway at \$7.6 million from 2007 up to present. It is important to note that by the time DFID was wrapping up, the Ministry of Forestry with MFP support in 2006 released one landmark forestry policy that hail and institutionalize community participation in forestry co-management (PP6/2007).

This reinforced co-management models began with *Perhutanan Sosial* or Social Forestry<sup>3</sup> to variations of *Hutan Kemasyarakatan, Hutan Tanaman Rakyat, Hutan Desa, sistem Kemitraan untuk Konservasi, Sistem Kesatuan Pengelolaan Hutan-Konservasi/Lindung - KPHK/KPHL*. It also propelled Kemitraan to accomplish ten times in three years with less than a third of the resources, what DFID took seven years to build.

Kemitraan channeled grant funds to six different regions in Indonesia, with significant national level/Jakarta-based contributions, to support a momentum of community-led forest management, and forest and climate consultations. By 2010, over a dozen forest co-management implementation arrangements and modalities have been accomplished. As of December 2009, five community foundations (set up under DFID-MFP) have provided a total of over a hundred grants to local NGOs and community organizations which work in 42 different districts supporting approximately 54,000 households in Sumatra, Kalimantan, Sulawesi, Nusa Tenggara and Java (combined with Mid-term evaluation). Over a dozen national and local policies, laws and regulations related to CBFM and landscape management have been drafted and issued.

A team of four conducted this evaluation for the last two months of April and May 2010. This report represents the results of their efforts, which forms the last segment of a two-part review series. The first segment, the Mid-Term Review, was concluded in February 2009, and forms part of the bulk of evidence

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<sup>3</sup> Social Forestry was solidly permeating the Ministry of Forestry programming through ASEAN regional networks and donor interests. Under the auspices of Ministry of Forestry Programs several sites were fully funded by the Ford Foundation, GTZ, EU. In 2002, DFID funded 'scoping' of Social Forestry, the delegation listed dozens of models, which later on became the first HKM sites in Indonesia. Intisari Lokakarya Nasional Sosial Forestri. "*Refleksi Empat Tahun Reformasi: Mengembangkan Sosial Forestri di Era Desentralisasi*". Cimacan, 10-12 Sept 2002

contained in this review. The result of this review will be used to inform Kemitraan's strategies and plans for the EEG Cluster's forestry engagement.

The Evaluators TOR directed focus of review on:

**Relevance:**

To what extent are the intervention's project purpose and overall objective responding to the needs priorities of the different stakeholder? What governance intervention that Kemitraan conducted during the period of program? Has this intervention succeeded and impactful? Who are the beneficiaries of these intervention?

**Efficiency:**

Have the available means, human and financial resources, been optimally utilized? How is the actual realization of resources compared to the plan and budget?

**Effectiveness:** Level of achievement: to what extent have the program output and outcome has been achieved?

**Analysis of the achievement in each program output and outcome**

What are the strategies used and how appropriate were the strategies used for each stakeholder? What kind of technical support provided and should be provided by Kemitraan to increase its partner's management and substantive capacity? How far has the program adopted the recommendation of the mid-term evaluation result? How far does the Kemitraan management leverage the support from Norway to mobilize additional resources?

**Impact & sustainability:** What wider impacts have been caused by the intervention? Have the program managed to create change in the targeted community and other beneficiaries? Are there any unintended effects and impacts (negative and positive) from the implemented projects? Is it likely that the intervention's positive effects continue after the project period?

**Recommendation:** What are the best strategies and measures for future forestry governance programs? What is the best role that Partnership should play in the upcoming Forestry program?

Evaluators received further input from Kemitraan's Monitoring and Evaluation Team and Steering Committee, to focus on impacts on the ground as it links with forest and climate work of Kemitraan.

Evaluators spent a total of 40 days on field visits to five of the six regions, except Papua<sup>4</sup> where they visited at least 16 field sites; reviewed available project documents and interviewed 300 respondents (community members, local government partners, local NGOs) including 20 grantees (two thirds of the

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<sup>4</sup> TOR of this review excluded Papua visits given its early stage of program implementation by KAMUKI, the local CF partner. By the time of this review, KAMUKI would have had only one year of operation, compared to at least 3-5 years for the other CF's.



total grantees of the 3 year period of operations under review), CF staff, as well as independent thought leaders. Areas of inquiry revolved around: **institutions and organizations** for improvement of forest governance, delivery of **more equitable benefits to primary forest stakeholders**, and **sustainable forest management**. Institutions and organizations will translate into policies, laws and regulations to ensure sustainable forest management, and the actors, or diverse stakeholders involved in the process. Benefits focus on rights and livelihoods, and sustainable forest management relate to qualities of adaptive systems in maintaining forests.

**Assessment of Performance**

Recognizing that progress-over-time from site preparation to sustainable forest management can vary and range from one to seven years, Kemitraan has influenced decisions for management of at best 768,493 hectares of community forests (Hutan Kemasyarakatan (HKM), Hutan Desa, Hutan Tanaman Rakyat (HTR)), and directly supported at least 62,297 hectares of management of community forests, involving at least 138 community groups in approximately 22 provinces in Indonesia. It is poised to influence land use implementation plans of local governments in Sumatra and Kalimantan on forest conversion and climate change mitigation.

It is difficult to record ‘success’ of sites without a comprehensive understanding of processes that each of the community groups or NGOs went through, overtime. Annex 1 tries to capture each of the steps supported by Kemitraan, or its areas of investment as summarized below:

<b>Summary of Site Index</b>
Preparation phase: 2-12 months which generally consists of work in public awareness; organizing and strengthening community groups; census for application of group licenses, development of workplans, allocation of areas.
Proposals/Requests for issuance of License and Verification process: 2-12 months, Community requests for licensing from the Governor (if area is across Districts) or with District Head/Mayor and the conduct of verification process (a team is assigned by the Governor or Bupati/Walikota)
Submission of Proposals for verification by the Ministry of Forestry: 2-6 months, Governor or Bupati/Walikota proposes formal determination and verification by the Ministry of forest/land area (set up by Ministry of Forestry) assessing clarity of rights, licenses over the area, organizations, livelihoods, as well as appropriateness of land use vis-a-vis forest function
Formal issuance of licenses: 1-8 months, Provision of facilitation and licenses (not as land owners). License (Izin Usaha Pemanfaatan Hutan Kemasyarakatan/IUPHKM) issued by Governor or Bupati/Walikota, per authority.
Management sustained: ongoing; management of forest area in accordance with terms of the license and forest function.

Livelihood: ongoing; improved livelihoods and increased incomes of individuals/community groups derived from (though not exclusively) forest products as specified in the license; including access to timber licenses (Izin Usaha Pemanfaatan Hasil Hutan Kayu HKM/IUPHHK-HKM) for production forests.

Sustainability, ongoing; Livelihoods, incomes and management of resources lead to better forest/natural resource protection and sustainability.

Evaluators find Kemitraan's weakest intervention but highest potential in markets. Timber and non-timber forest products command different prices and status in the market. Whilst non-timber forest products are plentiful, there is a strong level of vulnerability of community groups waiting to cut and market planted timber. There is a smaller chance for local community groups to harvest natural timber. Forestry regulation requires license to cut, even for trees planted in private property. In the case of HKM, Hutan Desa and Hutan Rakyat, harvesting of timber is allowed, but it is made more difficult in the first two options: separate license to harvest timber, after having complied with organizational requirements of setting up a cooperative, and the mandatory development of general and operational plans for management of assigned forestry site (HKM or Hutan Desa). Whereas for Hutan Rakyat, it is more manageable as management license is the same as the harvesting license. Findings of evaluators reveal that potential for conflict, and vulnerability to site provocateurs occur when community groups are expecting to be allowed to harvest timber but take a long time to do so.

Institutionally, Kemitraan's strength is its political positioning with the government in natural resource governance. Its status and experience as an Indonesian, UN-funded intermediary organization, allows for opportunity to facilitate governments to dialogue with local community organizations, watchdog institutions and civil society in general. The Review found that good governance standards generally apply both within Kemitraan and partner governmental bodies.

Kemitraan sought strong formal institutional partnerships with Regional Delivery mechanisms (community foundations, CFs), Multi-stakeholder policy groups (Working Group Pemberdayaan/WGP, Working Group Tenure/WGT, Working Group Konservasi/WGK, Working Group Perubahan Iklim/WGPI), and multi-layer governmental engagements, like, Dewan Nasional Perubahan Iklim (DNPI), Memorandum of Understanding (MOU) with Ministry of Forestry; MOU with local Government of Central Kalimantan, among others.

Building capacity of partners is a challenge and continuing commitment. Particularly for Community Foundations, Kemitraan spent time in financial management, auditing, and organizational development training modules. Review team partially introduced a good instrument for organizational assessment Organization Capacity and Performance Assessment Tools (OCPAT). Kemitraan set principles for

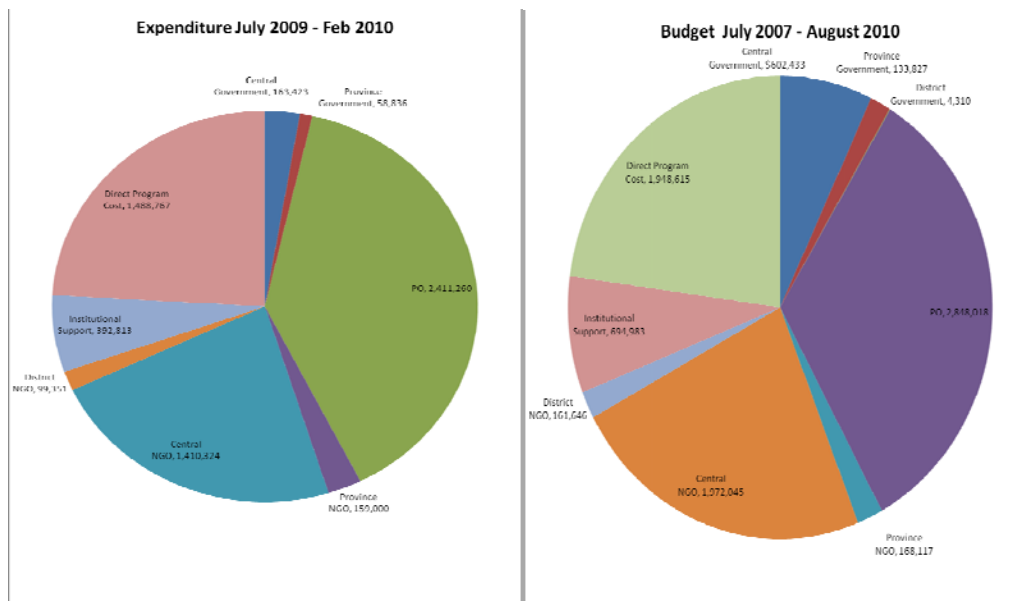
partnership to guide agreements (MoUs or MoAs) with key players. This should be pursued with much more depth in the next phase. Assessment of partnerships may include answering the question: Is Kemitraan a partner or a donor? What does this imply? Partners are governed by agreements between co-equals. This may need to manifest more clearly in agreements between Kemitraan and CFs, Kemitraan and governments and Kemitraan and Multi-stakeholder groups. For climate, there have been trial runs for training of local scientists for carbon accounting, sharing of REDD Open Source Inventory to local government operatives (Satuan Kerja Perangkat Daerah/SKPD).

The variety of partnerships established within the three year timeframe of FGP include: Government (national and local), NGOs, community organizations, universities, and business sector. The partnerships are governed largely by formal Memorandum of Agreements (MOA) and MOU.

List of partners 2007-2010<sup>5</sup> show that these maintain the spirit of multi-stakeholder quality. There are local village organizations, local NGOs, local government, business sector, academe, national NGOs, watchdog organizations, national governments and networks. The largest chunk of support has been directed to local organizations, and their support groups. The next biggest allocation is institutional support, for facilitation, capacity building, linkages, monitoring. Distribution of resources to national, provincial, district NGOs and governments constitute a small part, as this has made use of counterpart contributions from those agencies.

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<sup>5</sup> See Annex 5 of Main Report



## Relevance

Kemitraan’s primary delivery mechanism in the regions (through the Community Foundations) embraces a process that is at pace and understand the needs and priorities of the different stakeholder in the regions. Its strongest reaffirmation is the local government’s commitment to issue licenses for forest management, and local communities response to maintain forest cover, invest in forest replanting in the areas designated as within their group’s responsibility. It is safe to say, that the total of approximately 300,000 hectares is now under adaptive management<sup>6</sup>. In the main report, assessment of the delivery mechanism will show that this process holds strong, but will need to find better ways at interacting with Kemitraan’s direct partners in forest and climate, in handling conflict, and in understanding market mechanisms especially for timber. Governance ‘interventions’ focus largely on access and control over land and forest resources, through policy and best practice modeling. The number of regulations produced, averaging at least five per region, over the last three years is very significant. However in scoring for policy development, we encounter difficulty the last two items, secure livelihoods and sustainability. Community Foundations in the regions have agreed that they could not yet consider these two items as ‘done’, due to challenges in markets, and market-related regulations.

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<sup>6</sup> Criteria for Adaptive Management is what constitutes the Site Management Index, combined with attendant local legislation.

## Efficiency

Evaluators found this project to be very efficient at the regional level. We weighed engagement and contribution of human and financial resources of Kemitraan program facilitators of cluster, CFs leadership and other partner facilitation services, into the Project. The proportion of distribution of small grants to regional/local partners, and their ability to produce counterpart funding from other donors, and themselves (for related activities, like livelihood and other community organizing) is very high, compared to those national recipients/partners. Absorptive capacity remains at par with findings of the mid-term evaluation. Facilitation services are included in the budget for management support and facilitation. Based on financial information and reports provided, all these Units have been optimally utilized. Pie charts compare three-year timeframes, but show available data for expenditure only up to February 2010. Further analysis of the pie shows highest allocation to People's Organizations, next to Central/National NGOs, and then a significant chunk of this pie goes into capacity building, direct program and institutional support. In the pie chart, clustering of main partner categories shows: Community/farmers Organizations (POs), Central Government, Provincial Government, District Government, National NGOs, Management and Institutional support, Administration.

## Effectiveness

Policy and site development outcomes have significantly been achieved, except for regulations for Payment of Environmental Services, and finalized partnership mechanisms for conservation areas. Matching outputs with targets per site developed by CF's and partners, and submitted in Kemitraan's latest report submitted to the Norwegian Embassy (April 2010) show progress, even just from the last 12 months of work, after the mid-term evaluation results have been adopted. Evaluation found that a strong trigger for local counterpart funding is the presence of local partners, CFs with trust from people and networks as its 'social capital'. This does not come for free. Minimum costs for maintaining basic CF operations is approximately \$10,000 per year.

Areas that need extensive discussion for the future involve partnerships with community foundations and markets. Given this recognition of 'investment' in social capital, and the fact that targets for strengthening community foundations are met, it remains unclear if Kemitraan intends to extend this support. Progressive expansion of stable micro, small and medium scale enterprises for non-timber forest products has been listed, but a gap remains in capturing results from timber enterprises, especially in certification work.

## Impact and Sustainability.

Impact is palpable, but site and program sustainability is weak, where thriving local CBFMs experience difficulty with tenure, good planting material, capital, taxation and fees, markets. For climate and REDD the challenges will recur, especially in determination of Free, Prior and Informed Consent (FPIC) and strong institutions for benefit sharing. Kemitraan is not yet being set up to address and track these technical issues internally. FGP staff who are program and field facilitators are few<sup>7</sup>, while local CF's are still building capacity. It will need to convene CFs and national/local service providers to assess the core strategies, immediate goals and objectives, for the next round. Wider impacts may manifest in the integration of Kemitraan targets with NGO targeting, and village-district, provincial planning. Several regional planning documents (Rencana Pembangunan Jangka Mengengah Kampunt/Kabupaten/Propinsi) listed in the evaluation documents resulted from partners' work. Various local regulations in HKM, CF, HTR have also incorporated support and facilitation for local farmers groups/managers, capacity building/skills development, conflict mediation, and payments for services. This still requires significant facilitation and assistance. There are self-imposed targets and externally triggered expectations at village and site, regional levels. Kemitraan is well positioned to take this up, but if it doesn't there are strong signs that other donors, or local government initiatives will.

### **Summary of findings and recommendations<sup>8</sup>**

*There is evidence of good governance of organizations around forest management and climate, but tenure remain insecure*

1. Kemitraan should keep the measures of best of practices (see site management matrix), policies (see policy matrix) and partnerships (see organizational capacity measurements) to track progress of CBFM against the program purpose. However, stable processes for tenure rights recognition and respect will need to be prioritized. A legal opportunities and challenges analysis, under national and regional legislations including regional autonomy laws for rights forest recognition, including FPIC application is a priority. Kemitraan's role is significant especially as it can draw expertise from its Security and Justice, Democracy and Public Service governance clusters.

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<sup>7</sup> It is worth assessing allocation of tasks between One Chief of Cluster, three CBFM, and three Climate facilitators, addressing six regions, and two or more major provinces for forest and climate, supervised by a Program Director who is in charge of three other clusters, to determine how strategic goals are achieved, in terms of impact and sustainability.

<sup>8</sup> Findings in italics, recommendations in regular fonts

*Good start up for Forest and Climate Change, must promote partnership variations*

2. Use Kemitraan's diversity of partnerships experiences on site (Jambi, Central Kalimantan), to model good forest and climate governance in key areas namely: Influencing provincial land use planning to position a REDD legal framework (developed in Jambi and Central Kalimantan); Influencing Public Service delivery (one stop service for licensing natural resource use/harvesting; development of a model Kecamatan Assessment for Capacity for autonomy); Corruption prevention and law enforcement mechanisms (e-procurement and integrity pact to prevent abuse of power); Transparency mechanisms from the Freedom of Information Act, in the setting up of *Komisi Keterbukaan Informasi Daerah*; Tenure rights and conflict prevention arrangements (Mapping of territory and conflict resolution options in Central Kalimantan); Accountability (Partnership for Governance Reform (PGR) Index of assessments); inclusiveness (multi-stakeholderism) *Musrembang, lahan gambut* participatory planning, with Ex-Pengembangan Lahan Gambut (PLG) areas.

*High transaction costs for stable livelihoods, rights-based approaches to address poverty*

3. The range of policy and best practice 'intervention' will need to focus sharply now on livelihoods and markets. The program is only as strong as its weakest link. Identifying areas needing strength in economic governance is an important process. This will most likely lead to transparency in natural resource licensing, taxation and procurement, consistency and accountability for institutions that provide policy guidelines, capital and facility for forestry and agro-forestry businesses, and carbon payments that benefit the poor.
4. Kemitraan support after policy and site management, is required in governance for forest business: on a one stop licensing: for management, harvesting, transporting, marketing, taxation. This calls upon an effective integration of major public service institutions and Forestry. Kemitraan builds upon experience in marketing of non-timber forest products.
5. Poverty alleviation cannot be measured merely with increased incomes. We found impacts for poverty reduction in the areas of increased voice, reduced vulnerability, more transparent and accountable government. We suggest a conduct of a strategic planning scheme that includes key multi-institutional leader-participants, in a spatial time series analysis to determine, per region, the extent of reversal of deforestation trends and reduction of poverty levels (determined in spite at par with Millenium Development Goals (MDG) measures).

*Gender Mainstreaming set up but need stronger push in programming and implementation*

6. Evaluators found a gender mainstreaming plan developed in response to independent consultant's findings and recommend that Kemitraan structure itself not only internally, but with local partners. Build gender programming around the needs of the women farm/agro-forestry partners. This makes for triple impact: 1) action orientated 'intervention'; 2) practicality of approaches; 3) confidence in managed assets: their landscape, their animals, their day to day needs (ie, water).

*Need to deepen lessons learned, with research and analysis, not expand to more regions*

7. Implementation of the Letter of Intent (LOI) gives Kemitraan key role, of drawing from experience of the past 10 years; of demanding governance standards and accountability for natural resource revenues; of initiating and convening a political economy analysis and strategies that balance interests among local civil society, vulnerable groups, small-medium forest businesses, local community owners of adat territory; and negotiating their position with Ministry of Forestry, and key local governments controlling major forest and peatland areas.
8. It is important to link breadth, with depth. Kemitraan should not expand to more sites without drawing sufficient technical and policy lessons from existing ones. Research and monitoring of progress in adaptive management, and forest-climate agreements, overtime is very important. Future investment must focus on efforts at showing how much of the village, district or province sites, are able to self-regulate successfully, and what financial, regulatory, capacity inputs will be necessary in order to help sustain good forest management, and maintain good business that reward local efforts of groups and entrepreneurs.

*Partners are co-equals, Kemitraan is not a 'donor'*

9. Kemitraan must maintain its portfolio of good partnerships. It must correct impression of being 'donor', build joint ownership of goals and core strategies. Kemitraan should set itself up to manage strong formal institutional partnerships with Regional Delivery mechanisms (community foundations, CFs) which are key to local community work and trust building, Multi-stakeholder policy groups (Working Group Pemberdayaan WGP, Working Group Tenure WGT, Working Group Konservasi WGK, Working Group Perubahan Iklim WGPI), and multi-layer governmental engagements, like, Dewan Nasional Perubahan Iklim (DNPI), MOU with Ministry of Forestry; MOU with local Government of Central Kalimantan, among others.
10. Kemitraan should make consistent use of MoUs or MoAs with key players, and periodically review them. This should be pursued with much more depth in the next phase. Since partners are governed by agreements between co-equals, this may need to manifest more clearly between



Kemitraan and CFs, Kemitraan and governments and Kemitraan and Multi-stakeholder groups. For climate, there have been trial runs for training of local scientists for carbon accounting, sharing of REDD Open Source Inventory to local government operatives (SKPD).

*Use of 'nested' institutions*

11. Maintain multi-stakeholder approaches in CBFM policy development and practice, as it offers resilient institutional models to counter deforestation within forest and climate program. This multiple interconnections consider linkages from local household groups to 'cells' like the Gabungan Kelompok Petani Hutan (Gapoktan)/Kelompok Petani Hutan - KTH's to multi-stakeholder District groups/Provincial units, and between them and the national units or working groups, like Working Group Tenure, WG Pemberdayaan. This 'nested' structures put Kemitraan at a strategic helm, and prepares it to engage in global and national negotiations for rewarding local stakeholder decisions against conversion, and for forest function restoration. Indonesian government is avidly searching for opportunities to deliver on its stated target for reduction of emissions from land conversion. FGP supported areas offer not only the hectareage but also governance mechanisms needed to substantiate this target.

*Lack of clear communication and information systems for knowledge and learning, for Climate and REDD*

12. Create open source knowledge and learning networks. As Kemitraan initiates study on drivers of deforestation per region/province, it found problems unique to each region/province, but each region/province can share lessons across levels. Kemitraan must open and maximize its communication and information unit to extend to CF's and/or emerging local regional information centers, and track not only hectareage from CBFM and climate eligible areas (for Measurement, Reporting and Verification (MRV) systems), but lessons in interconnections of regions, networks, local knowledge, partnership development, good benefit distribution schemes, and systems for information flows for low carbon development strategies.
13. Government and community leaders in eligible areas/provinces for REDD+ indicate keen interest to pursue opportunities within these new climate schemes, but are unfamiliar with the existing policy options, nor are they as solidly positioned on site and as organized as the CBFM partners. This may be due to CF's lack of familiarity or lack of knowledge of counterpart national organizations, and government structures.

*Lack of clear sustainability measures*

14. Multi-functional landscapes under community management visited in this review need long term inputs and clear sustainability plans. Kemitraan must strengthen its own network of technicians and, in its partnership with the Ministry of Forestry must convince the latter to structure long-term community, NGO, business sector engagement for better support systems in timber harvesting, reforestation, management of tree crops and agriculture, harvesting of non-timber forest products all under one simple, predictable process. In current implementation, the review team found little long-term systems for reward and incentives set up by Ministry of Forestry or within their Working Groups (Empowerment, Partnerships, Climate) from existing policies of HTR, HKM and Hutan Desa, Kesatuan Pengelolaan Hutan (KPH), etc. We found many truly supportive individual technical experts within Ministry of Forestry and within the system of local government units, willing to facilitate government/private sector/banking counterpart, but lack further knowledge or are too busy to pay attention to these details.

*Minimum Capacity of CF's, but key to regional engagement*

15. Kemitraan need to improve, maintain and expand support for CF's in regions. Kemitraan spent time in financial management, auditing, and organizational development training modules. Review team partially introduced a good instrument for organizational assessment OCPAT. This must be done in depth for Papua, Kalimantan and all other sites. Invest time and resources to jointly develop speedy approval of Grants to CF's and for the latter to have better flexibility to support community groups. The current system is very restrictive and burdensome. Kemitraan will need to set aside funds and explore outsourcing this capacity building program to individuals and organizations that are technically competent. Among the important areas to focus are Planning, Leadership and Organizational Development and Finance, Monitoring and Documentation, Governance and Accountability in natural resource revenues, Shared Learning, Community Micro Enterprise, and Marketing.

*Complied with Mid-term review recommendations*

16. After the mid-term review recommendations: FGP-Kemitraan increased the number of CBFM sites to contribute significantly in reducing deforestation and forest degradation. Increased number of CBFM sites, and the total aggregate hectarage of best practices sites. This means, elements of existence of strong site management has occurred. No sufficient information outside of CBFM sites.

17. FGP-Kemitraan established linkages between forest management unit (KPH) programs and priorities of the decentralized/autonomous regions, through its current partnership with Working Group Pemberdayaan, as it links with grantees Working Group Tenure and HuMA. Trust building within the KPH team, located within Badan Planologi will be very significant in the interweaving of forestry programs/typologies at all sites with multiple forest functions.
18. Two pending final regulations: FGP-Kemitraan supported work to assist WGP and local partners for facilitating discussions leading to policies for Payment for Environmental Services (PES) and community empowerment in conservation forests pending final regulation.

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## I. Introduction

Partnership for Governance Reform-Indonesia (Kemitraan) together with the Government of Norway continue to run the only forest governance program that bridges civil society with government partners in sustainable forest management efforts that address the needs of the poor, for the past three years. This extended to forest governance for climate and Reducing Emissions from Deforestation and Forest Degradation (REDD) engagements. From the original program description documents, this program aims at improving forest governance for better benefits to primary stakeholders in sustainable forest management, and hope to contribute to Indonesia's effort at reduction of carbon emissions<sup>1</sup>.

Approximately 50 million of Indonesia's 220 million people live around forest areas, 10 million of them are the poorest of the poor. While all are affected by environmental decline, the poor are less able to cope. With an extreme variable poverty record, the poorest 10 million rely on access to forests as a major source of income. But the State claims all forest areas, approximately 60% of Indonesia.

Department for International Development (DFID) and Norway framed this program: rich natural resources = a major driver of bad governance. It was clear among implementers that this is not a sectoral development project (Forestry Sector), but a programme that explore new ways of working in building effective states and transforming governance. It is not about trees, but about effective civil society participation, in the most influential sector. This program continues to build voice and accountability around an issue that is central to poor peoples' lives. For the 10 million of these poorest people, forests (ie. land and resources) are central to their livelihoods. Without rights, people are disenfranchised, suffer conflict, injustice and poverty, and are most likely made vulnerable to by ineffective governance, leading to sustained poverty and severe environmental decline. Hence forest governance and policy is an entry point for engagement to address poverty, rural livelihoods and management of natural resources.

Multi-stakeholder Forestry Program (MFP) in 2000 focused on community empowerment within the existing forest regulatory framework in the reformasi period, with already over five years of social forestry momentum. Forestry Law Implementing Regulation No. 6 of 2007 resulted in detailed community empowerment implementation. But gaps remain: lack of clarity rights, complex and inconsistent regulatory framework, lack of capital, lack of good planting material, lack of market. The current MFP continuance focused much more on testing forestry 'lease' or licensing instruments for community forestry: Hutan Kemasyarakatan (HKM), Hutan Desa (HD), Hutan Tanaman Rakyat (HTR), conservation partnerships, and expanding them to forest and climate. The idea was, while MFP partnered

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<sup>1</sup> DFID-Norway-Kemitraan Framework document, July 2007. Kemitraan results and approach may be possibly applicable to other sectors or governance problems (healthcare provision, access to justice, fisheries, others).

with everyone, did everything and spread thinly, Kemitraan will focus on partnerships. Yet, after over 15 years of combined ‘trial’, recorded rates of deforestation are still increasing. Preliminary analysis shows that drivers of deforestation are largely not linked with community claims or destructive practices. Recent studies indicate that despite all efforts, an average of 50,000 per year is lost to oil palm conversion in fragile peatlands.<sup>2</sup> An aggregate of 1.5 million hectares a year are lost to forest conversion, despite intensified carbon payment incentives promotion.

Kemitraan, playing a key role in the continuance, faces the challenge: how can Forest Governance Program (FGP) ‘intervention’ reach a tipping point for environmental sustainability and poverty alleviation?

**II. Why Partnership for Governance Reform?** Key to aid effectiveness is having an independent monitoring body, as stated in the Paris Declaration.<sup>3</sup> Since achieving its independence in 2003, Kemitraan became the vanguard for achieving true reform. “As an institution which derives membership and support from both government as well as civil society, the Partnership hosts the requisite mandate for reform which is sustainable and reflects the core values of the unitary state of Indonesia. This has allowed it to successfully participate in a range of governance interventions in sensitive sectors such as security and justice reform. Kemitraan and its grantees continue to work closely with institutions of the Government of Indonesia including national and sub-national legislatures, Ministries and various other specialized bodies.”

At the end of 2006, Kemitraan developed a new strategy for 2007-2011 that endeavor to pursue activities and programming respectively through the Partnership Facility Fund and Partnership Trust Fund, which ensure more integrated and comprehensive results. Kemitraan engages in a multi-tiered approach with enhanced vertical and horizontal integration across three thematic clusters of Public Service Governance (PSG), Democratic Governance (DEG), and Security and Justice Governance (SJG); and in 2008, responding to pressing realities such as unemployment, poverty, environmental degradation, climate change, Kemitraan established the Environmental and Economic Governance Cluster (EEG). The selection of these clusters was based on a thorough examination of current governance trends and gaps in Indonesia, which fully considered Kemitraan’s past experience and its current indicators. The four key

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<sup>2</sup> SawitWatch updates, June 2010

<sup>3</sup> Paris Declaration on Aid Effectiveness 2005 states that: “Partner countries must exercise effective leadership over their development policies and strategies and coordinate development actions”

issues for Indonesia: anti corruption, decentralization, gender mainstreaming and poverty reduction are integrated across all the program clusters.

Kemitraan has implemented 359 projects since 2000. Its competencies range from governance assessment, public policy reform, bureaucratic reform, anti-corruption, environmental governance, grassroots empowerment, supporting wide-ranging networks and productive links with government. Kemitraan's unique qualities include its strong national network, allowing a multi-stakeholder approach, and its ability to harmonize the efforts of donors to work on sensitive but crucial issues.

Under the EEG, Kemitraan focuses primarily on governance of state and non-state institutions that is the main challenge of the MFP in the forestry sector. The recent LOI between the Government of Norway and the Government of Indonesia further requires forward-looking alignments from within and outside its organization to ensure focused attention on governance.

Based on Kemitraan's background and commitments, it emerged as the collective choice to host the MFP, from an exhaustive but speedy assessment of existing medium to large Indonesian institutions that may balance advocacy for governance in sustainable forest management policies and practices, and capacity to host financing of forestry-civil society actors. Thence, Kemitraan agreed to host a series of learning interaction with DFID and its regional partners; the Community Foundations, and Norway. All parties agreed with this continuance, but with DFID, it is on internal bidding systems.<sup>4</sup>

**What is the Kemitraan vision?** A just, democratic and peoples-welfare Indonesian society built upon principles and practices of good governance that is sustainable. Its Mission is to extend and institutionalize principles of good governance within the Indonesian community through integrated reform programs, to strengthen government agency governance, deepen democratic processes, improve security and justice, and the economic status and quality of environment. The EEG Cluster focuses its attention on forestry management and trade including policies that respond to climate change challenges. This group will inquire into social costs and respond to it with appropriate instruments, focusing on access to resources and empowerment of micro, small and medium enterprise including access to information and markets.

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<sup>4</sup> In the 2007 DFID bidding process, Indonesian Biodiversity Foundation (Kehati) prevailed. Two MFPs thus evolved: the MFP 2 program of DFID-Kehati which focuses on Forest Law Enforcement-Voluntary Partnership Agreements aspects of MFP's original work; and MFP-FGP Program of Kemitraan, which focus on multi stakeholder approaches to forest and economic governance, with a premium on empowering civil society in community based forest management CBFM and forest and climate, with a multi-institutional (regional-national-global) strategy.

### **III. The strategy of the Forest Governance Program is to develop partnerships:**

- that influence illegal logging and trade of forest products domestically and internationally;
- that support prioritization of forestry issues in the Poverty Reduction Strategy Paper (PRSP) and local government poverty alleviation programs;
- that increase forest law enforcement;
- that develop good forest governance practices;
- that evolve Community Foundations which empower, fund, support and set up effective local partners; and
- that facilitate information and knowledge management to capture lessons and share them.

Activities and targets so far include:

- Policy Reform and improvement of sustainable community-based forest management (CBFM);
- Fast-track implementation of CBFM at national and regional levels;
- Development of Forest Management Unit (Kesatuan Pengelolaan Hutan/KPH) models;
- Development of micro and small credits;
- Information and knowledge management;
- Setting-up of institutions for mitigation and adaptation to climate change at the national and local levels;
- Multi-stakeholder negotiation processes for climate change, especially public consultations in five provinces moving levels of awareness, from REDD readiness to REDD preparedness;
- Generating interest of local/regional stakeholders to develop REDD;
- Forest status and key drivers of deforestation information in pilot sites for REDD; and
- New frameworks for REDD tryouts.

**What is FGP under EEG.** The Forest Governance Program (FGP), under the EEG Cluster of Kemitraan aims to fund and support multi-stakeholder partnerships that improve forest governance, deliver more equitable benefits to primary forest stakeholders, and encourage more sustainable management of forest resources. The Program is funded by the Government of Norway and is being implemented by Kemitraan since August, 2007.

Six key components of the program include: 1) better regulations and policies to promote sustainable forestry, 2) establishment of micro, small and medium enterprises for forestry, 3) empowerment of community foundations (CFs) to support and upgrade effective local partnerships, 4) knowledge management skills to support forest governance policy and practices, 5) establishment of institutions for climate change mitigation and adaptation, and 6) multi-stakeholder participation in climate change.

The Program identifies three strategic issues, namely: 1) Acceleration and upgrading of CBFM, 2) Forest and Climate Initiatives, and 3) Resource Mobilization and Business Community engagement.

Implementation strategy is comprised of multi-pronged, multi level, multi-stakeholder support for policy reform within government, and empowerment of communities and NGOs to play active roles in management and decision making of CBFM, and facilitating a process of consultations to develop REDD readiness to preparedness, at all levels, from National to provincial (in selected REDD pilot sites), influencing local, national and international institutions' positions.

The mid-term evaluation which was conducted in February 2009 recommended that CBFM activities be linked tightly with poverty alleviation strategies; an ecosystem approach be used to leverage activities from site to site; and the basis for collaboration with Ministry of Forestry be strengthened. The period to effect these recommended changes is less than one year, before this Final Review.

#### **IV. The Purpose and Scope of the Final Evaluation**

This final evaluation is considered a 'reflection of intervention' in work for environmental governance, of the Government of Norway and Kemitraan. Specific purpose is to conduct an assessment of the achievement of FGP-Kemitraan to date, with a focus on achievements of objectives, to allow them to plan and implement better programmes in the future. Within this evaluation, an Organizational Assessment of all Community Foundations was also made, to measure the achievement of one of programmes outcomes, in empowering and strengthening the CF's.



The Evaluator's TOR focus on the following:

Relevance:

To what extent are the intervention's project purpose and overall objective responding to the needs priorities of the different stakeholder? What governance intervention that Kemitraan conducted during the period of program? Has this intervention succeeded and impactful? Who are the beneficiaries of these intervention?

Efficiency:

Have the available means, human and financial resources, been optimally utilized? How is the actual realization of resources compared to the plan and budget?

Effectiveness: Level of achievement: to what extent have the program output and outcome has been achieved?

Analysis of the achievement in each program output and outcome

What are the strategies used and how appropriate were the strategies used for each stakeholder? What kind of technical support provided and should be provided by Kemitraan to increase its partner's management and substantive capacity? How far has the program adopted the recommendation of the mid-term evaluation result? How far does the Kemitraan management leverage the support from Norway to mobilize additional resources?

Impact & sustainability: What wider impacts have been caused by the intervention? Have the program managed to create change in the targeted community and other beneficiaries? Are there any unintended effects and impacts (negative and positive) from the implemented projects? Is it likely that the intervention's positive effects continue after the project period?

Recommendation: What are the best strategies and measures for future forestry governance programs? What is the best role that Partnership should play in the upcoming Forestry program?

Evaluators received further input from Kemitraan Monitoring and Evaluation team and Steering Committee, to focus on impacts on the ground, areas of flexibility and innovation, as it links with forest and climate work of Kemitraan. It also agreed to look at gender mainstreaming as the cross cutting focus.

## **V. Methodology**

The Review team agreed with Kemitraan to conduct a time-series analysis of progress in CBFM policies and sites, from the year 2000, which was the starting point of the multi-stakeholder forestry program (MFP-DFID) with DFID-UK and the Government of Indonesia-Ministry of Forestry, up to 2010. The earlier periods of reformasi around forests, and subsequent government response, was seen as crucial in the evolution of an approach to empower the poor community groups/ stakeholders by connecting them with government at local, provincial and national levels and business, to effect sustainable forest management practices that improve their lives.

**Field Observations.** Reviewers visited all regions except Papua, and observed and participated in activities with community partners specifically in, Lombok Utara, Lombok Tengah, Lombok Barat, Jawa Tengah, Kalimantan Tengah, Sulawesi, Sumatra.

**In-Depth Interviews.** On site, they met and interviewed with at least 10 community groups where CF's worked, with partners in local governments, and with grantee NGOs.

Nationally, individual interviews were done with directors/leaders/forest governance practitioners both directly and/or indirectly working with PGR and its partners. 'On the spot' interviews consisted of conversations with Jakarta based-partners at work. This includes visits to the offices of the Ministry of Forestry in Bogor and Jakarta.

Furthermore, the review team conducted surveys of opinions (through written questionnaires and phone calls) from government partners (national, local), independent civil society thoughtleaders, community business groups and other non-partner NGOs.

**Focus Group Discussions.** Conducted group discussions and joint interviews (individual, groups, attended public meetings and consultations), took impromptu and direct video-interview shots of testimonies and events. This includes attendance in some meetings, ie, WGT presentations on forest management units, KPH.

Study of program documents including partner reports, policy and laws, provided by Kemitraan and results of independent partner assessments and research.

Analysis of all information collected from methods described above.

By the end, the evaluators spent a total of 40 days on field visits to five of the six regions (except Papua) where they visited at least 16 field sites; interviewed 300 respondents (community members, local

government partners, local NGOs); interviewed 20 grantees (two thirds of the total grantees of the 3 year period of operations under review); interviewed staff; and reviewed available project documents, as well as external opinions from a dozen thoughtleaders engaged by Kemitraan directly or indirectly .

Final review is a sequel to the Mid-term Evaluation, and so will directly tackle current challenges for improved future interventions, and less reporting of accomplishments of Kemitraan.

Hence we are introducing three systems for tracking: 1) Policy and Site Index for policy ‘wins’ and site best practices development focused on progress over the last ten years from 2000-2010; 2) Measures for testing progress in Forest and Natural Resources Governance Principles; and 3) Organizational Capacity Index.

All the team members visited some field sites for face to face meetings, focus group discussions and ocular inspection to test and satisfy measures for forest/environment and economic governance, in terms of progress in policy and site development, organizational capacity, and Forest Governance Principles. The Team also conducted literature research/study of issues related to CBFM, Forest and Climate; read FGP and Kemitraan program documents and related-write ups, including Kemitraan and partners’ periodic reports.

The Evaluation Team consists of a team leader and three specialists; one for forest and environment governance assessment, one for economic governance assessment, and one for organizational capacity assessments.

## **VI. Context: What is good forest governance in CBFM?**

Forest landscapes, predominant in Indonesia’s environment, are complex in that it comprises institutions with spatial, temporal, and political boundaries. The Ministry of Forestry has political jurisdiction as well as technical capacity and oversight, for forest management, and over community participation in this work. Yet within the current decentralized system, local governments also play a key role in policy implementation, regulation, except conservation areas which remain fully under the Ministry of Forestry. Business sector has remained the single most influential figure in these remaining forest landscapes, while civil society, used broadly, comprise a large sector of user groups, advocates for protection, sustainable management for community, and small businesses for improved livelihoods of the poor.

CBFM schemes became prominent since the late 2000. This is after industrial, corporate forest management has dominated policy and practice for decades, entrenching vested interests, and alienating

the rural population which led to reformasi. It showed a contrast: whilst forest sector generated USD 7 – 8 billion per year in foreign exchange earnings through the 1990s, there was stark poverty in forest areas.<sup>5</sup>

Since the collapse of the Soeharto regime in 1997, the importance of the industrial forestry sector to growth and revenue generation has declined. The reasons include a reduction in the Annual Allowable Cut as the resource base dwindles, consistent law enforcement operations targeting illegal logging, increased market competition with other industrial processors such as Malaysia and China, and emission reduction targets post Copenhagen.

Up to now, community empowerment is an expectation, recognized locally as a commitment of Kemitraan, and continues to take center stage in Ministry of Forestry Programming (see Box 1)<sup>6</sup>.

" .. as direct beneficiaries(in forestry programs), the public needs to be strengthened, in the areas of human resources and technology, to be competitive and to improve the utilization of forests, forest lands, and forest products,... which in turn create a welfare society. Thus, beneficiaries will maintain and defend the existence of these forests. The result of Kemitraan's programs already provide benefits by increasing the capacity of communities and workers"Head of Kepala Dishut Kehutanan Nusa Tenggara Barat (NTB) Province.

Box 1: Clear policies on community empowerment in the forest sector 2004-2010

Policy declaration of the Ministry of Forestry, SK 456/Menhut-VII/2004 (signed 29 Nov 2004). Framing The Ministry of Forestry's policy declaration on economic empowerment: (i) encourage economic growth for forest-dwelling communities; (ii) improve the climate for small-scale and medium-scale enterprises, as well as community access to forestland; (iii) provide a guarantee of availability of raw materials for small-scale and medium-scale forestry businesses; and (iv) provide continuous access to the community in forest management, and accrue the benefits via the development of "social forestry".

PP6/2007, and PP3/2008. Declares Community Empowerment through various schemes: Village Forests (HD-Hutan Desa), Social Forestry (HKm-Hutan Kemasyarakatan), Partnerships in Conservation (Kemitraan), Community Plantation Forests (HTR-Hutan Tanaman Rakyat),

Permenhut no. 37/2007, PP 18/2009, on Hutan Kemasyarakatan, providing license for up to 35

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<sup>5</sup> Brown et al, *Returning Forest Areas to Community Management: What are the Welfare Gains?* Paper presented to the International Association for the Study of Common Property (IASCP), Eleventh Biennial Conference, Bali 19-June 23, 2006 (pp 2 - 3).

<sup>6</sup> Policy declaration of the Ministry of Forestry, SK 456/Menhut-VII/2004 (signed 29 Nov 2004) began this trend, and has institutionally permeated the Ministry of Forestry, through the Director General for Forest Rehabilitation and Social Forestry (RLPS), and the various Working Groups: On Community Empowerment (WGP), on Partnerships in Conservation (WGK), and on Tenure (WGT).

years, renewable.

Permenhut No. 23/2007, Permenhut No. 5/2008 on Hutan Tanaman Rakyat, providing license for up to 60 years, renewable.

Permenhut No. 49/2008 on Hutan Desa, up to 35 years, renewable.

Permenhut P.6/2009. On establishment of KPH Areas, and Permenhut P.6/2010 on Norms, Standards, Procedures and Criteria for Management of KPH Protection , KPH Production

A good forest governance program must anchor itself in strong legal precedents, not only for lease arrangements under CBFM, but also for recognition of tenure rights, decentralized forest management, multistakeholder processes, secure licensing, and good markets.

### **Community-based forest management (CBFM) – what are the benefits?**

A joint assessment of CBFM benefits conducted by MFP showed in community groups; substantial cost savings on rehabilitation of degraded land incurred,<sup>7</sup> with farmers in many areas of Java, Sumatra, Nusa Tenggara, Sulawesi, Kalimantan successfully reforested their sites. This became a community voluntary investment maintained and not replaced by imposed, state-sanctioned management systems.

A summary of economic benefit findings from evaluators shows significant increase in incomes from forest products, albeit not yet sustainable. But since the licenses for forest management and harvesting became accessible, there is a stronger sense of security for forest farmer-communities. As such, the balance hinges upon three pillars, community rights, increased incomes and sustained forest resources.

#### **Box 2: CBFM as an engine for growth**

The revenue- and employment-generating potential of CBFM is substantial. Brown et al suggest that poor forest households are not significantly helped by large-scale forest harvesting and processing, not least because the contribution of these sectors to economic growth is declining. Rather, village-based forest industries and in particular small-holder agroforestry systems, have a better chance of helping the poor. In particular they argue that transferring more land over to CBFM has greater potential to generate growth and employment than policies to enhance productivity or earnings on existing small-holder plots. Brown et al demonstrate that a 10% change in area allocated for small-holder tree crops

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<sup>7</sup> Calculations in West Lampung show that the environmental economic savings from support to community groups may be as high as Rp 500,000,000 (~USD55,400) per one hundred hectare of HKm. This calculation uses the minimum reforestation cost figures in 2002. ICRAF, NSS project: Policy Memorandum to the Bupati of Lampung Barat, 2004.

would generate around \$850million in economic value and around 500,000 jobs. Turning over twice as much land (or 10% of existing non-forested land) to small-holder tree crops would generate around USD1.4billion in benefits and 1.6 million jobs.

Source: Brown et al (2006) Returning Forest Areas to Community Management: What are the Welfare Gains? Paper presented to the International Association for the Study of Common Property (IASCP), Eleventh Biennial Conference, Bali 19-June 23, 2006 (pp 6 and 10).

Existing legal and regulatory framework unduly restricts much of CBFM's potential to the forest margins. All community empowerment licenses in Box 1 above are within planted degraded or secondary forest areas. Community timber enterprise within the National Forest Estate has only lately emerged as one of the pillars of the community empowerment and even then with little guarantee of long-term management rights<sup>8</sup>. Most forest farmers living in the national forest estate lack support with regard to business development and marketing.

#### **Does good forest governance in community based forest management (CBFM) mean good models for reduced deforestation and degradation?**

The scale and typology of forest functions, surrounding CBFM areas is very important in modeling reduced deforestation and degradation efforts. Like the model sites, this should be taken holistically; starting with villagebased organizing of farmer groups/cooperatives, mapping and land use and management prioritization. This can be merged within a sub-district, district or a provincial landuse plan, with the order of implementation largely depending on existing opportunities. CBFM is the social-environmental entry point to good management of a forest landscape within any formal/technical or customary management authority.

Earlier researches<sup>9</sup> conclude that 'customary' form of community management refers to the intensive agro-forestry system of households in forest areas (generally uplands). These vary in regions and cultures across Indonesia. It is called *wono dusun* (community forest) in Java, *'tembawang'* in West Kalimantan, *'simpukng'* in East Kalimantan, *'repong'* in West Sumatra, *'parak'* in Meninjau, *'pangale'* in Morowali and many more local 'customary' management terms in Nusa Tenggara and Papua, all rooted in the rich

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<sup>8</sup> Santoso, Mushi, Sirati and Emila, eds. In *Warta Tenure*, " Mengembangkan Kebijakan Tingkat Lanjut: Suatu Langkah Lanjutan Untuk Memperkuat Kerangka Kerja Pengelolaan Sumberdaya Alam Berbasis Masyarakat," Edisi Khusus, April 2009. Compendium of articles in this Special Edition show how tedious, costly and complicated overlapping the regulations have been for community rights recognition.

<sup>9</sup> Royo, et al. What is CBFM Policy? DFID-MFP Journal Series (2006)

tradition of forest use and management under the system of traditional law (adat). Networks engaged in supporting this work, alternatively refer to these collective practices as Community Based Natural Resource Management (CBNRM)<sup>10</sup>, community managed forest systems (Sistem Hutan Kerakyatan /SHK)<sup>11</sup>. These are generally self-regulating and only need full recognition and allocation of support for monitoring impacts.

Formal CBFM refers to state-sanctioned agreements for community involvement on state forest land under the Ministry of Forestry regulations. Asia Forest Network<sup>12</sup> groups refer to these sanctioned practices as Community Forest Management (CFM)<sup>13</sup>. There are at least 6 million hectares under some form of recorded community management, weak or strong, in state and non state forest areas. This is only 5% of the total forest areas, the low estimate is at 120 million hectares<sup>14</sup>, where most of the forest dependent poor, estimated at 10.2 million, live. But taking into account ancestral domains in Papua alone, the likely area under community management may be over 6 times this figure. In the most recent Papua provincial land use plan, 87% of Papua adat communities are within what are considered 'state' forest zones.<sup>15</sup>

These formal/customary institutional arrangements of CBFM are building blocks for REDD site management, monitoring and benefit distribution mechanism, in a specified REDD pilot. Kemitraan may now push for strong forest and climate programming models which emphasizes the benefits of supporting multi-layer systems, within a forest management continuum, with practical but differentiated rules and incentives for each landscape, or cluster of CBFMs.

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<sup>10</sup> The Natural Resources Management Network (Jaringan PSDA), supported mainly by Ford and Biodiversity Support Program, Yayasan Kehati, 1997-present, puts emphasis on natural resources management, not just forest management.

<sup>11</sup> KPSHK is an advocacy oriented network of foresters and practitioners, for recognition of community rights and management in forest areas - SHK, beginning in 1994

<sup>12</sup> Asia Forest Network is a Philippine-based network of a coalition of planners, policy makers, government foresters, scientists, researchers, and NGOs. Established in 1987, the network supports the role of communities in forest management through (amongst others) regional exchanges, country working groups, cross-visits, and the documentation of case Studies. <http://www.asiaforestnetwork.org/>

<sup>13</sup> The Asia Forest Network case studies for Southeast Asia, beginning in 1997.

<sup>14</sup> Sugardiman, RA. DirJend Planologi, in "*Diskusi Permasalahan Land Tenure Dalam Persiapan Implementasi REDD di Indonesia*" Recent forest area estimates of the Ministry of Forestry is at 132,397,729 hectares, which comprises 71% of Indonesian land area. Bogor, May 2010

<sup>15</sup> Laporan Fakta dan Analisa, Rencana Tata Ruang Wilayah Propinsi Papua. Bappeda Papua, 2010.

### **Constraints and Missed Opportunity: Private Forests (Hutan Rakyat) and Adat Land:**

The potential for CBFM in all forest areas (state and private) to contribute to reduced deforestation/degradation and poverty reduction is constrained by complex and ambiguous laws and regulations in terms of what can be done, by whom, where and in what types of forest, as well as weak institutional capacity for service provision and enterprise development. Kemitraan efforts are directed towards clarity and consistency in application of this regulation.

Elements for legal certainty over rights on land. How shall overlaps between state/formal and private/customary forms of CBFM be dealt with? What rights attach to Hutan Hak<sup>16</sup> (i.e. private forests outside the National Forest Estate). This is complicated for two reasons: First lack of comprehensive cadastral data means that the extent of proprietary claims in forest remains unclear. Second, Law 41/1999 on Forests treats areas under the control of traditional law communities (Hutan Adat), not within the scope of Hutan Hak, but as merely one category of state forest.<sup>17</sup> This contradicts the definition of state forest as that without rights attached,<sup>18</sup> and mirrors the fact that there is currently no mechanism for registration of collective claims, despite recognition of traditional law systems in the Basic Agrarian Law (1960).

### **Consistency of regulatory issuances over the authority to license CBFM**

It is unclear what district and provincial authorities can regulate, and how reliable they are. This was the case of Lampung Barat. Two District regulations granting HKM to 31 forest farmer groups which implemented Ministry Regulation No. 31/2001 were invalidated upon a unilateral revision of HKM Law.<sup>19</sup> Expansion targets set by the Ministry of Forestry are good signs: 400,000 hectares for 2009, and 2.5 million for 2010. To apply this in Lampung Barat, however, 26 out of the initial 31 license holders in 1999 (totaling 28,759 hectares), still hold 5-year 'temporary' licenses. Only five have permanent or 'definitif' licenses. Further, licensing and taxation especially timber harvesting remain vague and

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<sup>16</sup> Article 5, Law No. 41/99. This is defined by law as forest found in areas that has private land rights attached to it. Those who have ownership rights to it are called Hutan Rakyat (Explanations to Art 5)

<sup>17</sup> Article 5, Law No. 41/99. This is defined by law as state land inside adat law community areas (art 1 (6), Law 41/99).

<sup>18</sup> Article 1 (4), Law No 41/99.

<sup>19</sup> Permenhut No. 37/Menhut-II/2007. Assessment of Warsito, et.al, Tim Penaskah Reformulasi. Policy Memorandum entitled "Kriteria dan Indikator Monitoring dan Evaluasi HKM Lampung Barat"



cumbersome for a small CBFMs on their planted trees. Regulations allow that only planted forests may be harvested, and only upon compliance with institutional requirements: mapping, formal cooperative (badan hukum), and the development of a technical plan (general and operational plans). This was a requirement for ordinary timber concessions on natural forest, now being applied to CBFMs.<sup>20</sup>

Other legal uncertainties to be addressed include land-use designations, benefit sharing and accommodation of adat customary practices within established territories. A recent letter to the President by the Alliance of Indigenous Peoples in Indonesia (AMAN) dated 5 May 2010, proposed customary management systems of Adat territory to be recognized as contributing to reduction of emissions under REDD<sup>21</sup>. A listing of customary forest management systems is now ongoing through AMAN's Badan Registrasi Wilayah Adat. Among those known are, Sungai Utik, (West Kalimantan), Hutan Hak in Wonogiri (Central Java) and Konawe Selatan (Southeast Sulawesi), as well as Hutan Adat in Krui (West Lampung), where thriving customary forests stand in stark contrast to heavily degraded state lands. In all these cases, customary CBFM has worked to reinforce itself. This is principally because communities remain the main actors and decision makers in determining institutions and systems of management, with clear rights and responsibilities.

Maintaining this, and informing REDD programs with this experience, is now the challenge of Kemitraan: Under what governance conditions and land management schemes can formal and customary CBFM thrive, especially within a Forest Management Unit with multiple forest function? How can these nested governance regimes, at village, district and national link with international emission reduction targets and good markets?

## **VII. Findings**

### **I. Good Forest Governance. Kemitraan improved governance in sustainable forest management in key sites, but may need consistent facilitation to avoid backslide**

Recognizing that progress-over-time from site preparation to sustainable forest management can vary and range from one to seven years, Kemitraan has influenced decisions for management of at best 768,493

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<sup>20</sup> Ibid, Proses Reformulasi dan Perubahan Substansi

<sup>21</sup> Letter to President SBY, from Abdon Nababan, Sekretariat Aliansi Masyarakat Adat Nusantara, 5 May 2010, proposing recognition of a collection of sites, totalling at least 500,000 hectares of managed customary forests, as contributing to REDD and Post-Copenhagen emission reduction targets.

hectares of community forests (HKM, Hutan Desa, HTR), and directly supported at least 62,297 hectares of management of community forests, involving at least 138 community groups in approximately 22 provinces in Indonesia. It is poised to influence land use implementation plans of local governments in Sumatra and Kalimantan on forest conversion and climate change mitigation. Nationally, Kemitraan established its place as a co-equal player within forestry policy design, when it signed the MOU with the Ministry of Forestry in late 2009<sup>22</sup>. This allows Kemitraan to influence and negotiate with all Units within the Ministry on behalf of civil society.

Regionally, evaluators found three forms of intervention implemented by the CFs in relation to forest governance:

1. Supporting multi-stakeholder processes through strengthening of common commitments, roles and capacities, as applied in policy reform processes that empower people to manage natural resources;
2. Facilitating forest farmer economic empowerment through micro, small and medium enterprise; and
3. Organizational and institutional capacity, finance, facilitation of grants, management of information network and knowledge for CBFM

As outcomes, CF's are achieving this under the following conditions:

- a) Target setting for issuance of licenses and management of specified number of hectares managed under some form of CBFM (especially HKm, HTR, HD);
- b) Reliance on existing 'start up' capacities, generally these are new organizations, set up under DFID-MFP's transition strategy, powerless to negotiate, under pressure to perform well as facilitators (specifically for local grantmaking and thus must strictly comply with the standards of Kemitraan)
- c) Externally, they are expected to provide quick but maximum response to hold off destruction and degradation of forests within their areas; on the other hand, quick to take advantage of policy

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<sup>22</sup> Nota Kesepahaman antara Departemen Kehutanan RI dengan Kemitraan Nom 005/PGR/Sep 2009, Nom NK. 2/Menhut-II/2009 on Forest Management Governance for the purpose of supporting Department of Forestry in establishing good forestry governance, which consist of issues in community development, forest and climate change, and support for processes in international forest partnerships.

opportunities for legal recognition of community empowerment schemes, whilst link these with international initiatives for forest management and climate change.

Above conditions burden and provide extraordinary pressure on the CFs – a silent competition within and among them, underlying the implementation of all of FGP program. It is in this context that we say only with sufficient readiness, and consistency in facilitation can each of the CF's be fully run and provide expected results of FGP (Hardiyanto, 2010). We found Java Learning Center (JAVLEC), based in Java, the strongest while KAMUKI (based in Papua, and newest), and Kawal Borneo Community Foundation (KBCF), based in Kalimantan, the weakest. Other CF's hover just above the median, and have relatively strong potential for regrants and intermediary role, compared to any other group doing the same in their regions. This may be validated and corroborated by the Organizational Capacity Assessment (OCPAT) system.

Experience and capacity to CFs move evaluators to raise important questions about partnership modalities of Kemitraan: If strengthening of multi-stakeholder processes in forest governance and addressing poverty of forest farmers, are not 'assisted' by fast and opportunistic vertical (international-national-local) facilitation and mobility of CFs, (especially capacity for advocacy for secure tenure and markets), what will happen? Can Kemitraan sustain this work?

Key condition for the success of FGP is trust in a 'working' governance system on site which delivers basic services (an expectation community groups have, when they commit their resources to assist government in forest management). If not addressed fully, this can potentially cause failure to the model of FGP. The following are elements of 'doubt' the evaluators found:

- a) Whereas there are many licenses issued, there are no significant policy changes that move community empowerment schemes from simply securing access to one or more groups, to ensuring longer-term management and harvesting licenses that are eligible for long term investment. As was found in the site and policy matrix, each site show different systems of licensing that keep changing in its implementation, be it a HKM, HTR, or Hutan Desa. Field inquiries show that many of the 'neighbors' of licensed areas are poised to cut their forests due to *kecemburuan sosial* or social envy or feelings of social disenfranchisement when other farmer groups, apart from their own, receive 'special' attention.
- b) All CFs and other national groups, up to this point feel that Kemitraan finance systems are harder to adapt and incur delays. The primary issues are: delays in processing funds, 'advancing' of funds prior to final payment, just when activities peak, and CFs have no reserve funds to do this;

long-winded audits (which involved in three cases, loss of many receipts and documents in the process); non-adaptive systems which may have been inherited from United Nations Development Programme (UNDP) standards (usually multilateral donor requirements are timeconsuming, and costly). A need to compare this with viable and accountable Indonesian standards for financial reporting. Evaluators understand that these are to be treated as independent points of negotiation between CF and Kemitraan, although realities on site show that there is a serious effect/discouragement of CF, especially in maximizing their role as local facilitators.

- c) So far, FGP does not have a good instrument for monitoring sustainability and measuring achievements against reduced poverty in forests. This is interesting given that there is already a long experience within the MFP to use Participatory Poverty Assessment modified for Indonesia, within the CFs.

Substantively, Kemitraan partnerships offered opportunity for communities to emerge as sustainable managers of forest resource. Evaluators used common principles of governance over natural resources<sup>23</sup> to measure overall improvement of forest governance in regions where Kemitraan worked in the last three years, translated into Site and Policy Matrices (See Annex 1, Site Matrix, and Annex 2 Policy Matrix). This matrix took into account progress overtime, from 2001 to 2010 to measure impact. Previous experiences with tracking consistent progress in policy and sites of community co-management areas influenced this matrix.

It is difficult to record ‘success’ of sites without a comprehensive understanding of processes that each of the community groups or NGOs went through, overtime. Annex 1 tries to capture each of the steps supported by Kemitraan, or its areas of investment as summarized below:

**Box 3: Summary of Site Index**

Preparation phase: 2-12 months Generally consists of work in public awareness; organizing and strengthening community groups; census for application of group licenses, development of workplans, allocation of areas

Proposals/Requests for issuance of License and Verification process: 2-12 months, Community requests for licensing from the Governor (if area is across Districts) or with District Head/Mayor and the conduct of verification process (a team is assigned by Governor or Bupati/Walikota)

Submission of Proposals for verification by the Ministry of Forestry: 2-6 months, Governor or

<sup>23</sup> Lockwood, Michael, et al. *Governance Principles for Natural Resource Management*. Land and Water Australia, Canberra 2009, at [www.lwa.gov.au](http://www.lwa.gov.au), Adapting Ostrom, E. Governing Forest Commons

Bupati/Walikota proposes formal determination and verification by the Ministry of forest/land area (set up by Ministry of Forestry) assessing clarity of rights, licenses over the area, organizations, livelihoods, as well as appropriateness of land use vis a vis forest function
Formal issuance of licenses: 1-8 months, Provision of facilitation and licenses (not as land owners). License (Izin Usaha Pemanfaatan Hutan Kemasyarakatan/IUPHKM) issued by Governor or Bupati/Walikota, per authority
Management sustained: ongoing; management of forest area in accordance with terms of the license and forest function
Livelihood: ongoing; improved livelihoods and increased incomes of individuals/community groups derived from (though not exclusively) forest products as specified in the license; including access to timber licenses (Izin Usaha Pemanfaatan Hasil Hutan Kayu/IUPHHK-HKM) for production forests
Sustainability, ongoing; Livelihoods, incomes and management of resources lead to better forest/nat resource protection and sustainability

Sites picked show very strong qualities of improved models for forest governance and went through all the seven steps outlined above. Some examples are in HKM in Kulon Progo, Gunung Kidul and Dieng Plateau in Java; Rinjani villages in North and Central Lombok, West Nusa Tenggara; Hutan Desa in Lubuk Beringin in Muara Bungo District, Jambi Sumatra; HTR in Konawe Selatan; including partnerships in selected Conservation areas and Forest Management Units. Each CF and their community partners respectively showed full understanding of process; diligently described these in the forms/matrix sent; with a clear sense of history of earlier processes and negotiations and adaptive qualities of decisions made at different levels, across scales: village, district, province, regional, national and back to the village.<sup>24</sup>

Overtime, with consistent support from NGO facilitators, local government counterparts, and the community themselves, the ‘model’ for HKM management offered an arena for government and multi-stakeholder engagement, and a good, comparative learning and communication opportunity for future REDD plus sites.

Governance in policy process is generally difficult to measure. Annex 2 Policy Matrix, compare progress and policy successes over the last ten years (2000-2010) given the variability of opportunity, targets, and conditions for each province, district, as well as their collective impact on national regulatory priorities. The Policy Matrix however provides good chance at capturing incremental progress.

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<sup>24</sup> Details of each model village’s progress over site and policy matrix are in Annex 1 and 2.

Applying above measures, Kemitraan has performed well, scoring an average of 5 in the site matrix, and 4 in the policy matrix for all regions and (except for Papua and Kalimantan).

Kemitraan together with the government, primarily Ministry of Forestry, Central Kalimantan and Jambi local governments were preliminarily tested to pass the 'litmus' test of good governance, which use standard below:

Legitimacy – shows validity of organizations' authority either by law or by acceptance. Directly, for Kemitraan, this manifests in signed Memorandum of Understanding with the Ministry of Forestry<sup>25</sup>, with Central Kalimantan government<sup>26</sup>, Ministry of Environment for land use planning, and several attendant agreements for active institutional participation in Working Group Pemberdayaan (WGP), Working Group Kemitraan Konservasi (WGK), Working Group Tenure (WGT), and in National Climate Change Commission (NCCC). For Community Foundations and their Regional NGO counterparts, this manifest in numerous local regulations ranging from Letters of Intent or Agreements with Provincial, District, Sub-District and Village Units.

Transparency – visibility in decision making; clarifying reasons behind decisions, with open information about governance and performance in an organization. Kemitraan, partners and grantees are able to outline or define steps in decision-making and create agreed regulatory and site management processes and allocated logistical support for public consultations, direct compliance/implementation of agreed mechanisms; this is especially true for organizational participation in forest management, at national, regional, village levels.

Accountability – effectiveness on decision-making process; refers to the responsibility of decisions/actions and whether/how to meet these responsibilities. For sustainable forest management, and protection of landscapes against illegal or excessive harvesting, it has been shown in the policy and site management index, that licensing and regulatory functions, together with 'recourse' to village based conflict resolution systems have been set up for most of the HKM, Hutan Desa areas. For HTR other systems of licensing, this is yet to be tested. In this review, Ministry of Forestry has not been tested for this standard.

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<sup>25</sup> See Nota Kesepahaman antara Departemen Kehutanan RI dengan Kemitraan Nom 005/PGR/Sep 2009,.

<sup>26</sup> Nota Kesepahaman antara Pemerintah Provinsi Kalimantan Tengah dengan Kemitraan Nom 01/MOU-KSD/KTG/2010, Nom 005/MOU/Feb/2010 on Support and Development of Program for improvement of Central Kalimantan Good Government Governance, and support for area development planning that take into account peoples welfare and improve the environment, and gather support from the region, national and international for providing significant contributions in environmental protection.

Inclusiveness – diverse stakeholder inputs. Most of Kemitraan’s supported processes, systems and regulatory frameworks have been developed with sufficient participation by the public, and particularly, by the concerned groups. Reviewers paid particular attention to participation of women in access, control, use and benefit of forests.

Fairness – accounts for 1) overlapping public/private interests; 2) roles and responsibilities of stakeholders allocated and accepted, clearly and fairly. We identify palpable limits to fairness, primarily in economic governance. Local farmers’ responses show selective and conditional support to licensing and capital provision for production and harvesting forest products especially timber (no matter if these were planted by the community). A strong sense of ‘doubt’ permeates local community managers’ sense of trust in fair systems of doing business in forestry.

Integration – cross boundary interdependence of people and issues. Kemitraan partners have identified integrated ‘regimes’ like forest landscapes, watersheds and water, that cut across environmental, social and political boundaries. This requires respect for local cultures (masyarakat adat right to self-determination), when talking about these landscapes.

Capability – recognition of appropriateness of available institutional, organizational and human resources. A strong component of the Kemitraan partnerships is building capacity to sustainably manage resources, both within the organization, and among partners and direct intermediaries, and community groups, to manage site, change policies and regulations and improve local people’s welfare. Funds for training and facilitation have been dedicated for this to happen. Mentoring is a very important component to this standard.

Adaptability – governance of natural resource management in an environment of uncertainty, unpredictability, complexity; there is capacity to anticipate, manage, respond to threats opportunities and risks. Linked tightly with capacity building, Kemitraan has put emphasis and thus allocate funds for lessons learning, and information sharing. Open access information sharing and lessons learning will be a core component of adaptability.

A combination of at least two or several of these principles occur at all stages in policy and site development processes. Recurring pillars for good governance revolve around the strength of individual leaders and networks around community-based natural resource management that Kemitraan partnerships nurtured in the last three years. These networks accompany the multi-stakeholder, multi-pronged and multi-level strategies used.

Evaluation team found FGP have the following governance and poverty impacts, which require bridging of local funds and think-tanking functions approaching a tipping point:

**Governance impacts.** Kemitraan facilitated important changes in attitudes, policies, rules of the game and continue to build skills and capacity.

Change of attitude. Areas assessed involved work of local government: Kemitraan continued building local understanding through networks, of opportunities and threats; supported local government leaders, developed a 'focus-to-client' attitudes; work with civil society: partners have shifted from conflict with governments to site-based and policy partnerships, from competition between and among players to solid networking for funds, knowledge and contacts; work with business: partners have shifted from dominance of capital to participation and innovation; whilst work with politicians: especially locally, are now better informed of issues and consult the network (at the minimum, local civil society and independent advisers) for options and solutions.

Changing policies. Over a dozen Districts and several Provinces have reviewed, written and passed policies, regulations and budgets responsive to Kemitraan investments; focus of local government policies include access to land; customary rights; payment for environmental services, management of multi-stakeholder partnerships; National policies cover not only CBFM options, but also Forest Management Units (KPH), Climate change preparedness and technical working groups, with some progress on forest product export regulations and land rights. Refer to policy index for a diligent listing of events and targets.

Changing 'rules of the game'. Newfound trust established and nurtured among and between local community proponents and NGOs and between them and government; emerging partnerships and power relations ( a space for contestation set up in public consultations) bridged between poor people and governments; a space established for transparent policy making which connects various units of government and research institutions locally and between them and nationally (even globally, with Climate issues); setting up of corruption and transparency systems with little or no formal resistance from government and other bodies; organizational changes accommodating independent bodies, and; recognition of the role of civil society in all of these.

Building skills and capacity. There is frustration for lack of skills, knowledge, capacities; but evaluators found that local government is more able to address concerns/issues of local communities; Ministry of Forestry and the regional governmental offices (Satuan Kerja Perangkat Daerah/SKPDs) study and practice public consultations; Community Foundations are undergoing training in developing professional



and organizational skills, although this may be best continued, and extended to many other key partner NGOs in the regions; community organizations are familiar and are exercising their skills in organizing and in self-governance.

**Poverty Impacts.** Kemitraan helped continue to magnify voices of the poor, reduce vulnerability, push for a more transparent, accountable government, and assisted in providing better incomes.

Magnified voice. Kemitraan continued support for participation in policy making, building political and social capital, maintained communication among networks, and manage and share information.

Reduced vulnerability. Continued assistance in establishing social networks and political groups that are able to access or assist in accessing regional local governments; reduced conflict or assisted in finding conflict resolution mechanisms (within communities, between them and local or national government, with business); assisted in setting up or bridged access to justice mechanisms (links well with Kemitraan clusters); diversification of livelihoods (in all of the regions, this is happening); set up groupings that protect each vulnerable family from crisis or natural disasters – unpredictable market prices, floods, drought.

More transparent and accountable government. Especially for forestry and in areas related to local access to land, there are strong steps taken for transparency and more consultative policy making; most regions showed local ability for responsive policy development; access to market services have been enhanced through use of local SKPD funds; evidence for stronger decentralization and democracy.

**Better Incomes.** Only from the aggregated CBFM sites, evaluators have found various practical ways for accumulation of assets by community groups in the form of trees, tree crops, land access, housing, education and training and health; current security instruments in the areas provide confidence for local farmers to sustain assets, invest in ridge management to avoid erosion or similar efforts, and diversifying crops to adapt to changes in the environment including availability or lack of water.

## II. Forest and Climate Change Focus: Promoting ‘partnership’ variations

The Stern Review (2007) paved the way for urgent Indonesian response to avoid costly measures to cope with climate change adaptation and mitigation. Kemitraan was part of the civil society that sat with the government, bilateral/multilateral agencies, and business sectors and others to tackle economy issues, side by side with forest governance policies. These formed part of the formal Bali consensus, to cut business as usual and cut GHG emissions for all countries on earth. Government of Indonesia joined other national leaders to call on forest and climate governance and negotiation, which, in late 2007 led to the Bali

Roadmap. Since then, Kemitraan took part in open discussions, exploring accountability measures for drivers of deforestation and compliance with pre-conditions.

Influencing land use planning to position a REDD legal framework. With the impetus from extending the MOU between the Governor of Central Kalimantan and Kemitraan, work on empowerment of local government and civil society proceeded by tackling the sensitive issue of land and landuse. The MOU positioned Kemitraan to strategically 'intervene' but internal politics between and among landowners, civil society and government made trust building difficult. Kemitraan participated in various tracks for emission reduction studies, legal analysis, tenure mapping and policy development. At the community and local level, Kemitraan sought out the key management unit of forest as discussed in the REDD architecture debates. CBFM and establishment of forest management units (KPH) formed part of the attempt to present an example that may work as cross-cutting solution to recognize local communities' and indigenous peoples' rights, resolve or set up mechanisms to resolve conflicts; establishment and recognition of village level institutions for forest (and carbon) management and accountable party to support independent monitoring body of monitoring and verification.

Lessons from facilitating Central Kalimantan public consultation for the Peat Land Rehabilitation Master Plan, and revitalization of ex-Mega rice project showed that Kemitraan must ensure independence (not taking sides in conflict between stakeholders), must offer ready and flexible resources (funds) for dialogue, provide quality technical and social facilitation capacity. Kemitraan also provided legal and policy analysis and development of climate change responsive governance; facilitate academic analysis and policy development of commission of climate change at provincial level; rancang bangun (design) of KPH to be proposed to the Ministry of Forestry (about 9,2 million ha); Kajian Lingkungan Hidup Strategis/KLHS (Strategic Environment Assessment) for Central Kalimantan government officers (SKPD).

Whereas input into the government planning cycle happened, only in early 2010 was Kemitraan able to gain ground in capacity building, based on scoping of conflict areas, screening available technical data, maps of land claims and other key geographic information of landuse, (and capacity for analysis), and understanding existing politics. Despite the fact of recently degrading rate of environmental quality as measured and published by the Ministry of Environment, the Governor of Central Kalimantan has declared Green Governance in his term and will be continued in the next five year tenure. Kemitraan aspires to introduce a series of governance reforms for REDD readiness, ranging from one stop service to licensing controls.

A similar direction, albeit indirectly is taken in Kampar. There is draft geographic analysis on Kampar for Riau Spatial Plan. Further, Kemitraan also brought in local supporting scientists from Gajah Mada University to prepare a baseline as well as instruments for developing carbon-incentive mechanisms. This study also extends/strengthen collaboration with the local partners (District of Siak, District of Pelelawan, APRIL group, Sinarmas Forestry), capacity building MoU with Siak district government., University of Riau (local university), potential upscale with the Riau provincial government. and follow-up activity in revision of Masterplan of Forest Management in Siak district.

**Technical Assistance and Other Cluster Links.** Annex 4 shows the road map of Forest and Climate governance. Kemitraan's level of engagement remain multi-pronged. Dewan Nasional Perubahan Iklim (DNPI) became a strong partner and ally for technical assistance and development of a national communication strategy, including public awareness materials (slides and films) that served to inform and influence Jakarta, Riau, and Central Kalimantan decision makers. It assisted research and science bodies at the University of Gadjah Mada in studying the carbon balance of Kampar peat area. Kemitraan also commissioned studies on tenure patterns in Aceh (International Development Law Organization/IDLO), in Kalimantan Tengah (Dr. Suraya Afiff) and forest status per provinces. Free Prior and Informed Consent (FPIC) and right-based support to Aliansi Masyarakat Adat Nusantara (AMAN) was made in 2009 to assist IPOs through capacity building and in ensuring their presence in various decision making forums, especially at the high level meeting of forest and climate governance related negotiation.

Support to national NGOs included: grants to Civil Society Forum on Climate Justice for civil society presence in Poznan and Copenhagen United Nations Framework Convention for Climate Change (UNFCCC) Conferences of the Parties (COPs). Kemitraan can also draw from its multiple capacities: cluster work in good governance (ie, public services), whilst act as direct intermediary for local fund portfolio, and build capacity (internally and externally). Among the many that it has tested, Kemitraan purports to offer: 1) One Stop Services (OSS) is one very important capacity for local government, as part of its public service delivery, as well as developing a model for Kecamatan assessment for autonomy capacity; 2) Governance assessments in 14sub-district on ability to perform decentralisation tasks.; 3) partnerships in corruption prevention (Komisi Pemberantasan Korupsi (KPK) and Transparency International Indonesia (TII)); 4)Corruption prevention and law enforcement (e procurement and integrity pact to prevent abuse of power); Komisi Keterbukaan Informasi Daerah, and Tenure rights and conflict prevention (mapping of territory and conflict resolution options)

Partnerships for depth in information, drivers of deforestation. Mediating disputed data on deforestation and forest degradation; peatlands users (where, what rights, what benefits accrue to local communities?) and their tenure claims; Licensing of forest concessions in Central Kalimantan and Riau (set up Integrity Pact with TII); includes accessing of one-map for licencing; compiling information for a CSO-Media module for monitoring; drivers of deforestation information with Forest Watch Indonesia (FWI) and possibly, Ministry of Forestry.

**Local government servicing vs. direct implementation.** It is still early to conclude success of local government servicing from Central Kalimantan and Kampar peninsula experience, except to say that achieving an MOU in Central Kalimantan is a strategic milestone. Facilitating workshops, public consultations, training, sosialisasi, have provide good insights, but may be considered as ‘servicing’ partners and local government, not direct implementation. However, local presence of a Kemitraan Desk at the local government is unique. This will put Kemitraan under the category of ‘direct project implementor’, which is the trend and is expected of Kemitraan from the local government. Yet, this may be perceived as unduly competing with local groups for funds. A special justification/communication strategy may be in order. What is important is that Kemitraan communicates this well, as based on the requirements of the MOU. It can now draw a few elements for good partnership for REDD namely, availability of local government counterpart funding, regulatory readiness (in their case, Perda for Adat land rights recognition has been passed), facilitative quality of key SKPD counterparts, local network partnerships.

III. Economic Governance: Environment and Economic Governance Program under the FGP should be framed not just as expansion of CBFM but as doing business with Forestry.

**High transaction costs.** In policy and best practice, ‘intervention’ is the biggest question that is harder to answer: how far has the program supported better livelihoods and markets. This will still be the same question for forest and climate agreements. The current program is only as strong as its weakest link.

From the evaluators’ findings, the situation from six years ago still holds: lack of clarity of licensing, fees, and legality monitoring. Hence, if a community-managed area falls within a state production/protection/conservation forest, the licensee/manager (an individual or community) still apply for an area management permit or Izin Pemanfaatan HKM, HD, Kawasan Kemitraan, for rights to collect a range of non-timber forest products.

If, however, a forest manager wants to cut trees (natural or planted), he/she must also secure a harvesting permit, has to have a registered cooperative or business, and has to have a general and operational plan.

In addition, a transport permit is required for each consignment of timber. To obtain a transport permit, a forest manager must show that he/she has paid the requisite natural resource tax (Provisi Sumber Daya Hutan/PSDH) and, if that community is on state land, a reforestation levy as well (Dana Reboisasi/DR). This is especially problematic for families wishing to sell 1 or 2 trees at a time to pay for medical bills or school fees. To obtain a transport permit for trees planted on private land, farmers must also demonstrate proof of ownership.<sup>27</sup>

Costs are further aggravated by the imposition of local government taxes, over and above PSDH and license fees (Iuran Izin Usaha Pemanfaatan Hutan/IIUPH). In some HKM sites, this has skewed profit-sharing schemes in favour of district authorities and undermined incentives for communities to rehabilitate degraded areas.

High transaction costs means that, although the market price has gone up as a result of dwindling resources in the outer islands and stricter control of illegal logging, middlemen capture most of the profit. Middlemen are well positioned to facilitate the procurement of transport and other permits - a process too complicated and costly for an ordinary farmer to handle. Current factory prices minus transaction costs result in farm-gate prices high enough to keep the trade going but insufficient to provide farmers with a strong incentive to replant and to improve quality and yield.<sup>28</sup> Table 3 below show the variations of licenses, each with a host of implementing rules based on authority of licensor of which local governments up to this point, remain only partially informed.

**Identifying areas needing strength in economic governance is an important process.** This will most likely lead to transparency in natural resource licensing/revenue, taxation and procurement, consistency and accountability for institutions that provide policy guidelines, capital and facility for good climate, forestry and agroforestry business that benefit the poor.

**Table 3. Typology of Forest Area Access Rights or Licenses for Economic benefits of Community Managers**

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<sup>27</sup> The requirement for proof of ownership was introduced in 2006 for *Surat Keterangan Asal Usul* (SKAU) a transport permit restricted to three planted tree species (*Paraserianthes falcataria*, *Hevea braziliensis* and *Cocos nucifera*), as well as *Surat Keterangan Sah Kayu Bulat* (SKSKB) for transport of round logs. This is despite being purportedly simpler than the pre-2006 system of SKSHH transport permits.

<sup>28</sup> Pers. comm., Lars-Gunnar Blomkvist, 6 December 2006.

Type	Location	Manager	License provider	Community Agroforest Access Levels
HKm Social Forestry	HP, HL (production and protection forests)	Local community Cooperative	Bupati	Licensee for SFM
Hutan Desa Village Forests	HP, HL (production and protection forests)	Local Village Organization	Ministry of Forestry	Licensee for SFM
PHBM	Work areas for Plantation forests IUPHHK – HT (in conflict areas, mostly Java)	Business Groups or Perhutani	-	License as participant/partner in a profit sharing agreement/contract
HTR Community Forest Plantations	Production forests outside of licensed (IUPHHK-HA/HT) areas	Individuals and cooperatives	Bupati (upon assignment of location by Min of Forestry)	Licensee for timber

Given the costs, the other consideration is the length of time it takes to get formal approval of site, and issuance of a license. The average licensing period, using MFP key sites, is 4 years, and the average cost is approx Rp 10 million. How shall Kemitraan avoid perverse incentives? Some field interviews show there is a predominance of hope, but an underlying hopelessness. Disillusionment of active participants (mainly community cooperatives and groups emerging out of this process) from lack of government support, accountability, good governance and inconsistent policies; combined with economic entrapment (invested time and money to plant and nurture agro forestry farms) may tip balance as a result of a pushback when promised livelihoods, secure rights and continued stable benefits fail to realize itself.

**Incomes and counterpart contributions.** Poverty alleviation cannot be measured merely with increased incomes. We found impacts for poverty reduction in the areas of increased voice, reduced vulnerability, more transparent and accountable government. We suggest to conduct strategic planning scheme that includes key multi-institutional leader-participants, in a spatial time series analysis to determine, per region, the extent of reversal of deforestation trends and reduction of poverty levels (determined inspite of, and at par with MDG measures).

The FGP-Kemitraan combined local innovations for forest management, initially outside of the regulatory framework, with intensive facilitation and technical assistance, initial capital and negotiation support. Annex 3 below shows how these local innovations have been bridged to embrace existing schemes. MFP took up the costs to operationalize all of these schemes in select sites, tried to link local efforts with existing opportunities within defined forest landscapes and decentralized local government momentum.

Taking into account local counterpart contribution (labor, seedlings), costs per site management range from Rp 700,000 to Rp 24, 500,000. Annex 3 below compares average costs incurred by partners as funded by Kemitraan within existing contracts. So far, most of the inputs were focused on organizing insititutions, policy development, non timber forest products, and some indirect engagement in timber harvesting: monitoring, timber legality verification documents (Standar Verifikasi Legalitas Kayu/SVLK). Except for patchwork in Konawe Selatan, and parts of Kulon Progo with local timber cooperatives, there's very limited experience for small scale sustainable timber trade and forest management by communities within state forests. Whilst farmers are awaiting permits to harvest, cut, transport, and sell. After years of waiting, this condition may become rife for conflict and forest destruction.

In terms of delivery of more equitable benefits to primary stakeholders, there is stronger control and access of communities over forest resources, but chances for evolving solid small timber harvesting enterprises remain weak.

Kemitraan's interventions focus on reducing deforestation and poverty levels. One way of doing this is to strengthen control and access of community groups over management and use of forest areas. In terms of better incomes and more secure livelihoods, Kemitraan provided consistent, although still anecdotal evidence of better incomes.

Through this strategy, the hope is that local community members will have the feeling of ownership of forest areas that they will adapt self-imposed responsibilities to guard against illegal logging. This is accomplished by providing licenses to organized community groups to manage and harvest forest products. Kemitraan has supported the development of policy processes and management of model sites through various requirements and rules, complete with guidelines from village to central government agency levels. Diligent compliance of these guidelines by community groups in almost all sites constitutes evidence of their keen interest and commitment to manage forests. Yet, everything is also dependent on the managerial and communication skills of community groups to link up with other stakeholders. Overall, the community average capacities to pursue this work are still very limited. Hence, Kemitraan's support is crucial to complete this empowerment strategy. From an economic viewpoint,

results from policy and site development investments in the short term will not show any meaningful changes in community incomes. But, the issuances of pertinent licenses to manage forest given to a community group, has morally emboldened, provided a safe cover, and a level of certainty to support intensification of activities to maximize productivity of forests, within 'sustainable' limits. As such, the struggle to give forest management rights is a very concrete effort to provide better community livelihoods while at the same time incentives to guard the forests.

#### IV. Clarity of sustainability measures

Areas under community management visited in this review constitute multi-functional landscapes. Much like the technical description of the KPH (forest management unit), the partners engage in timber harvesting, reforestation, management of tree crops and agriculture, harvesting of non-timber forest products. But, as forest co-management CBFM models reach its apex of widespread institutional acceptability and successful application, we cannot yet say the same for its sustainability. Review team found it hard to find a solid commitment within existing policies of HTR, HKM and Hutan Desa, for good systems for benefit flows to forest managers. Yet, we found truly supportive local government units, willing to facilitate local government/private sector counterpart, but lack further knowledge or are too busy to pay attention to these details.

Evaluators find Kemitraan's weakest intervention but highest potential in markets. Timber and non-timber forest products command different prices and status in the market. Whilst non-timber forest products are plentiful, there is a strong level of vulnerability of community groups waiting to cut and market planted timber. There is a smaller chance for local community groups to harvest natural timber. Forestry regulation requires license to cut, even for trees planted in private property. In the case of HKM, Hutan Desa and Hutan Rakyat, harvesting of timber is allowed, but made more difficult in the first two options: separate license to harvest timber, after having complied with organizational requirements of setting up a cooperative, and the mandatory development of general and operational plans for management of assigned forestry site (HKM or Hutan Desa). Whereas for Hutan Rakyat it is more manageable as management license is the same as the harvesting license. Findings of evaluators reveal that potential for conflict, and vulnerability to site provocateurs occur when community groups' expect to be allowed to harvest timber but take a long time to do so.

In the case of Gunung Kidul, eight years of waiting, with intermittent NGO facilitation, since village started voluntarily planting of the first teak trees in 1995 did not seem to bother the villagers very much.



There remain 35 farmers organizations, with members managing an average of .25 hectares of land, still awaiting license to harvest timber up to writing of this report. With Non-Timber Forest Products (NTFP) average farmer income is maximum of approximately Rp 20 million. This is estimated to triple with village teak timber markets. Hence, in Gunung Kidul, HKM site also made progress in setting up a Village Timber Commission, and defined processes for legality of harvesting timber from village tree farms, in preparation for timber harvesting.

In the case of Konawe Selatan, the village cooperative was set up as a 'Social Forestry' initiative in 2003. Forest farmers representative interviewed narrates: "Hutan Tanaman Rakyat is an effort of government and other interested parties to involve local communities as direct participants in forestry development "hutan lestari, masyarakat sejahtera". If we develop a HTR today, it means, for teak, in 16 years, teak tree farmers will be able to earn net income of Rp 1.404 billion per hectare. In one hectare, one can plant 1666 trees of a volume of 0.25 m<sup>3</sup> per tree, which equals 300 m<sup>3</sup> per hectare, multiplied by the market price per balok/square at Rp 6 million (price today), equals Rp 1.8 billion. Production cost in 16 years is Rp 356 million, hence one can get Rp 1.404 billion. If you divide that by 180 months/15 years, then the tree farmer will have an equivalent of Rp 7.8 million per month savings from first month of first year of forest planting.

From interviews with teak farmers in a community tree farm (HTR) in Konawe Selatan:

"...Ideally, Ministry of Forestry as the permit giver should thank the people who patiently wait for their promises... while on the verge of implementation of community plantations or Hutan Tanaman Rakyat (HTR), and frankly we also experience grave funding constraints as public service agencies Badan Layanan Umum (BLU) set up to support us, still provide no comfort, given an area of 4,639,95 ha to manage as HTR, support credit is only 300 ha per license, or 37.5 ha per annual work planning cycle Rencana Kerja Tahunan (RKT) which means only for 8 RKT's. The rest of the hectareage left, we have to find our own financing from those who care... " Pak Abdul Maal, Coop member of Koperasi Hutan Jaya Lestari (KHJL), Konawe Selatan, Sulawesi

"...About taxation: ... hopefully Value Added Tax (VAT) for log export can be stopped ..., our experience in the Hutan Jaya Lestari cooperative is that, we pay VAT, levies and BAP, with a value greater than the VAT, while the timber we are selling comes from forests we planted;... this interferes with our efforts to

conserve forests, on the other hand the government encourage the efforts of community-based sustainable forest management .... my question is: Is this fair and impartial? "Farmer member, KHJL

## V. Gender Mainstreaming Challenges

Access to and control over resources is a forest governance (power) issue. Forest governance distributes decision making to all actors on site, which necessarily includes women. Access and control must therefore include women. Evaluators interviewed several women farmers' groups, micro-enterprise initiatives, and women agroforesters. All of them take on the role of partner for survival, carer of family health, leader of sanitation; as well, they are active farmworkers and co-managers.

Women interviewed in Nusa Tenggara and Java are planters, harvesters, sellers, and bookkeepers for their families. They in most cases hold the purse strings, and hold the knowledge of quality products, market prices.

Results also show they have not by law been involved in many decisions involving their land, but have in fact been decision makers. Heads of households (except for widows) are men, and they are listed as belonging to village farmer groups clustered for HKM licenses or other community forestry agreements. Evaluators have not inquired into the levels of discrimination, or lack of access due to cultural, traditional and sociological factors that limit women participation or right over allocated licenses.

Without access or eligibility to this license or agreement, a woman farmer is far weakened (especially in women headed households), and therefore most vulnerable.

A review of Kemitraan's independent consultant gender survey<sup>29</sup> resulted in the following findings:

- Kemitraan has no Gender policy and action plan to guide in internal operations
- Gender equality principles, strategies, and approaches are not included in the design/framework of forest governance program

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<sup>29</sup> Mia Siscawati, Independent Report on Gender Mainstreaming, cited and summarized in Kemitraan Final Report to Norwegian Embassy, June 2010.

- No gender integration in planning and monitoring and evaluation processes in Kemitraan.
- Grant making process facilitated by Kemitraan has not considered gender related issues.
- Kemitraan staff have a variety of capacity on gender equality aspect. Meanwhile, few of them are still unsure about the linkage between gender equality and good governance.
- Many staff members of national and local NGOs' are not aware that gender aspect is one of the core issues in forest governance.
- The current grant making process of FGP does not ask grant applicants for specific gender mainstreaming strategies
- The review process for grant proposals within FGP does not include gender-related criteria.
- Community Foundation staff members share similar situation where they have a variety of understanding and capacity on gender equality issue.
- Community Foundations, which serve as one of FGP main partners, have not put gender equality as part of their organizational mandate.
- Local NGOs and CBOs who work closely with Community Foundations have not provided attention on gender issues.
- A limited number of program activities have involved women in the implementation process but the main design of those activities has not adopted gender equality principles. Many program activities have also not addressed gender inequality issues.

Evaluators found a gender plan developed in response to independent consultant's findings<sup>30</sup> and recommend that Kemitraan structure itself not only internally, but also begin with local partners. Build gender programming around the needs of the women farm/agroforestry partners. This makes for triple impact: 1) action orientated 'intervention', whereas many 'talk' about gender mainstreaming, the process will allow current active women program participants to carry the conversations and are therefore feel less 'alienated' by the apparent western slant of gender mainstreaming theory; 2) since areas of

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<sup>30</sup> See Annex 6

contestation at the field level are more directed at program sustainability and effectiveness, women actors, generally holders of purse strings and bookkeepers, are able to provide a more practical perspective. No meeting for meetings sake, but meetings for looking at for example, appropriate tools, family issues: health, food, collective production of coffee or other forest product 'contributions', etc. 3) a good time to build group confidence among many women, of their assets' worth, their information of the landscape, their animals, their vulnerability: water needs, diversity of plants sources/seasons for food, health-medicine, other production needs.

Within Kemitraan, responsive actions to incorporate gender component into programmatic planning and management include:

- a. development of poverty assessment tools and Checklist Organizational Capacity Assessment (COCA) implementation, which are both gender sensitive in its design and implementation.
- b. inter-cluster project planning to ensure integration of gender mainstreaming into bureaucracy reform, in particular when in partnership with Governor of Central Kalimantan and its SKPD (Bappeda, Bina Kependudukan dan Lingkungan Hidup (BKLH), Dinas Kehutanan, Bupatis, Dishutbun).
- c. Training and workshop at project level, to improve project implementation, community organizing approach and monitoring up to community level, with close supervision by gender advisor.

VI. Need to deepen lessons learned, with research and analysis. The context of the Letter of Intent (LOI) between the Government of Norway and Indonesia<sup>31</sup>

Big questions have been raised vis a vis the targets set by partner Ministry of Forestry: Is expansion urgent? Or shall Kemitraan concentrate on modeling full circle good policy, site management, market, or business practices?

Given current challenges of bridging experiences in forest governance for CBFM and climate mitigation and adaptation, evaluators take us back to the earlier aspiration: "This programme will be an important

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<sup>31</sup> Letter of Intent, between the Government of the Kingdom of Norway and the Government of the Republic of Indonesia on Cooperation on Reducing Greenhouse Gas Emissions from Deforestation and Forest Degradation, 26 May, 2010. Consequently, Presidential Guidelines SE205/Seskab/V/ 2010, 28 May 2010, directed to all Ministers, Chief Prosecutor, Head of the Army and Head of the Police, to comply with LOI implementation

contribution, through multi-donor support, to Indonesia's efforts to mitigate carbon emissions from deforestation. The programme will address some of the drivers of deforestation, including illegal logging and associated trade, and insecure land tenure and poverty.”

Evaluators found that conversations with local actors and governments show that knowledge is patchy. Segments of knowledge and information remain with the local actors (on site, for their specific issues), so with authors/decision makers for local regulations addressing these issues. From facilitation of Kemitraan, national actors learn, but there are exchanges among farmers (Belajar antar Petani) they don't get; as well as results and insights from extensive local policy discussions in workshop series (among local government, local NGO implementors of HKM, Hutan Desa, HTR).

Of the dozens of regulations that attempt to pave the way forward, many end up taking two or three steps backward in securing forest rights, there is no informed technical/legal and policy think tanking. Several respondents discussed key information from local provincial land use plans, as developed with National Landuse Coordination Body (Badan Koordinasi Penataan Ruang Nasional/BKPRN). From the varied experiences of securing key forest landscapes, there is yet no 'consensus' of data, realities, and technical analysis from research institutions like Center for International Forestry Research (CIFOR) and International Center for Research on Agro-Forestry (ICRAF), and global support/donor organizations. Hence, challenges in implementation of the LOI gives Kemitraan key role, of drawing from experience of the past 10 years; of demanding governance standards and accountability for natural resource revenues; developing a political economy analysis and strategies that balance interests among local civil society, vulnerable groups, small-medium forest businesses, local community owners of adat territory; and negotiating their position with Ministry of Forestry, and key local governments controlling major forest and peatland areas.

It is important to link breadth, with depth. Expansion to more sites cannot be a target without drawing sufficient technical and policy lessons from existing ones. Research and monitoring of progress in adaptive management, and forest-climate agreements, overtime is very important. Future investment must focus on efforts at showing how much of the village, district or province sites, are able to self-regulate successfully, and what financial, regulatory, capacity inputs will be necessary in order to help sustain good forest management, and maintain good business that reward local efforts of groups and entrepreneurs.

## VII. Partners as co-equals, Kemitraan is not a 'donor'

Networking and partnerships is Kemitraan's strongest quality. It is about trust building. These partnerships and networks are characterized by written or social agreements among strong local organizations and their local and/or national government and NGO counterparts, business sector Corporate Social Responsibility (CSRs), that identify, engage, farmer occupant-managers, their organizations, clearly subdivided (cadastral type) units of management areas per farmer/farmer group, with agreed rules, responsibilities, and technical support requirements.

**Maintain a portfolio of good partners.** Kemitraan sought strong formal institutional partnerships with Regional Delivery mechanisms (community foundations, CFs), Multi stakeholder policy groups (Working Group Pemberdayaan WGP, Working Group Tenure WGT, Working Group Konservasi WGK, Working Group Perubahan Iklim WGPI), and multi-layer governmental engagements, like, Dewan Nasional Perubahan Iklim (DNPI), MOU with Ministry of Forestry; MOU with local Government of Central Kalimantan, among others.

**Building capacity of partners.** Particularly for Community Foundations, Kemitraan spent time in financial management, auditing, and organizational development training modules. Review team partially introduced a good instrument for organizational assessment OCPAT. Kemitraan set principles for partnership to guide MoUs or MoAs with key players. This should be pursued with much more depth in the next phase. Assessment of partnerships may include answering the question: is Kemitraan a partner or a donor, what does that imply, etc. Partners are governed by agreements between co-equals. This may need to manifest more clearly in agreements between Kemitraan and CFs, Kemitraan and governments and Kemitraan and Multi-stakeholder groups. For climate, there have been trial runs for training of local scientists for carbon accounting, sharing of REDD Open Source Inventory to local government operatives (SKPD).

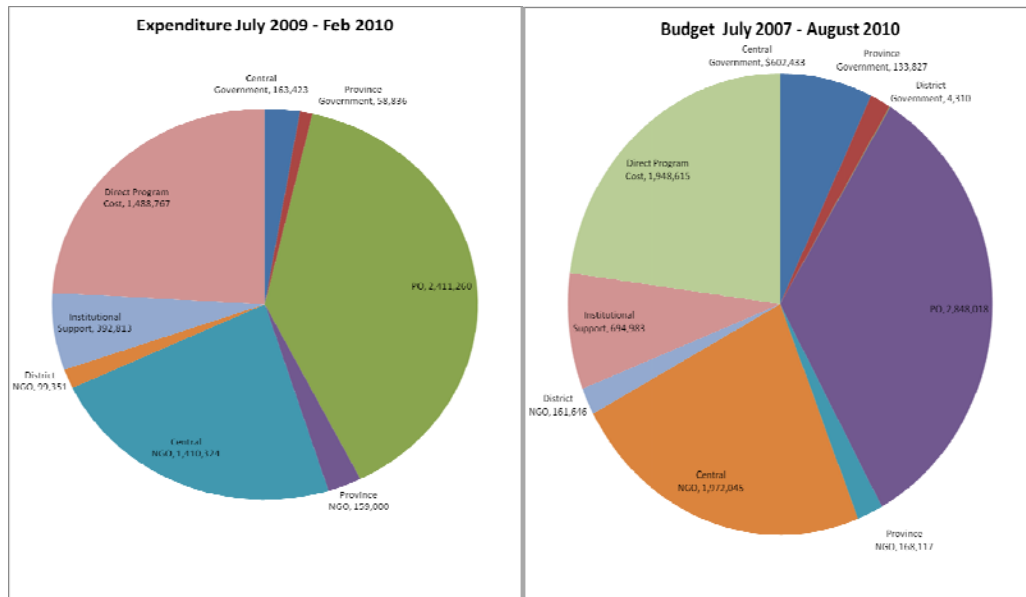
The variety of partnerships established within the three year timeframe of FGP include: Government (national and local), NGOs, community organizations, universities, and business sector. The partnerships are governed largely by formal Memorandum of Agreements and Memorandum of Understanding.

List of partners 2007-2010<sup>32</sup> show that these maintain the spirit of multi stakeholder quality. There are local village organizations, local NGOs, local government, business sector, academe, national NGOs, watchdog organizations, national governments and networks. Largest chunk of support has been directed

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<sup>32</sup> See Annex 5

to local organizations, and their support groups. The next biggest allocation is institutional support, for facilitation, capacity building, linkages, monitoring. Distribution of resources to national, provincial, district NGOs and governments constitute a small part, as this has made use of counterpart contributions from those agencies.



**Nested institutions.** The variety of partnerships and multiple approaches in CBFM policies and practice offer institutional models to counter deforestation within forest and climate program. It is what may be called ‘nested institutions’<sup>33</sup> like sub-systems couched within bigger systems, prepared to tackle emerging challenges in forest governance reform. This multiple interconnections consider linkages from local household groups to ‘cells’ like the Gabungan Kelompok Petani Hutan - Gapoktan’s/kelompok Petani Hutan - KTH’s to multistakeholder District groups and or Provincial collaborating units, and between them and the national units or working groups, like Working Group Tenure, WG Pemberdayaan. This ‘nested’ structure puts Kemitraan at the strategic helm, offering opportunities at problem solving at all levels, and prepares various groups to engage in global and national negotiations for rewarding local stakeholder decisions against conversion, and for forest function restoration. Indonesian government is avidly searching for opportunities to deliver on its stated target for reduction of emissions from land

<sup>33</sup> Aggarwal, V. Memo, “Reconciling Institutions: Nested, Horizontal, Overlapping and Independent Institutions” (Feb 2005)

conversion. FGP supported areas offer not only the hectareage but also governance mechanisms needed to substantiate this target.

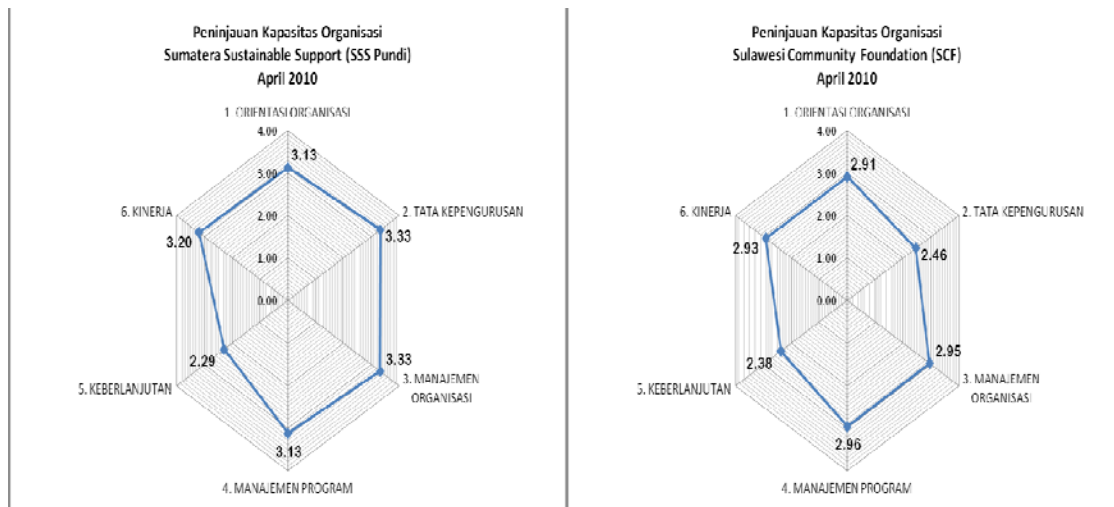
**Open Source Knowledge and Learning System.** Over the last three years, Kemitraan was able to facilitate, support and access local data, regional or local time series change analysis, write-ups from local and national authors, as well as geographic (often transferrable digital) information of local land use change, and policy outcomes/impacts tracked by local actors in six regions (also managing and tracking their own information, but largely on a per project basis). There is a need to manage and share this information, through open source systems. As Kemitraan initiates study on drivers of deforestation per region/province, it found problems unique to each region/province, but lessons can be shared across levels. Kemitraan must open and maximize its communication and information unit to extend to CF's and/or emerging local regional information centers, and track not only hectareage from CBFM and climate eligible areas, but lessons in interconnections of regions, networks, local knowledge, partnership development, good benefit distribution schemes, and systems for information flows for low carbon development strategies.

**Capacity Building for Community Foundation Partners.** Each of the CFs provided evaluators with complete organizational documentation which is the main basis for program development. Their vision statements allocate attention to external conditions that need change, whilst the organizations are treated as the tool to push for this desired change. This also influences and is embodied in the internal development strategies of the CFs. In practice, the attention required for internal organizational capacity was not well addressed, because external work/targets/challenges require more resources and focused facilitation to achieve external outcomes. Given that one of Kemitraan's outputs is in strengthening the organizations of CF, then it needs to allocate sufficient resources for organizational development aspects, especially in relation to sustainability. One important element of sustainability is the capacity of the organization to build legitimacy, public trust, in its regular external audit and annual report as tools for accountability. Some of the CF's have not yet conducted organizational financial audits, as they have no available reserves to do this. Hence, Kemitraan needs to pay attention by allocationg funds for organizational financial audits (not just financial project audit) in programming funds for regional partnership capacity bulding.



## Sample OCPAT Results

In general, results of SCF and SSS organizational assessments show the following graphics:



For SCF graphics one can see 4 components as under satisfactory category (organizational orientation, org management, program management and performance) as it reached the score above 2.5. Two components are below median, governance (2.46) and sustainability (2.38). SCF has good vision-mission-program strategy that becomes its consistent reference for program development and implementation. None of its programs stray away from its mandate as determined by its founders.

Whereas for SSS, two out of six score ‘good’ performance category (score above 3.25) in governance and management of organization which becomes its strongest capital in carrying out its assigned role; three components (program orientation, management, performance) are ‘satisfactory’, whilst its ‘sustainability’ component score below median.

For both sample CF’s assessed, sustainability is the arena that requires most attention. Evaluators believe this applies across the board, for all CFs.

## Assessment of Performance

### Relevance

Kemitraan's primary delivery mechanism in the regions (through the Community Foundations) embraces a process that is at pace and understand the needs and priorities of the different stakeholder in the regions. Its strongest reaffirmation is the local government's commitment to issue licenses for forest management, and local communities response to maintain forest cover, invest in forest replanting in the areas designated as within their group's responsibility. It is safe to say, that the total of approximately 300,000 hectares is now under adaptive management<sup>34</sup>. In the body of this report, assessment of the delivery mechanism will show that this process holds strong, but will need to find better ways at interacting with Kemitraan direct partners in forest and climate, in handling conflict, and in understanding market mechanisms especially for timber. Governance 'interventions' focus largely on access and control over land and forest resources, through policy and best practice modeling. The number of regulations produced over the last three years is very significant. However in scoring for policy development, we encounter difficulty the last two items, secure livelihoods and sustainability. Community Foundations in the regions have agreed that they could not yet consider these two items as 'done', due to challenges in markets, and market related regulations.

### Efficiency

Evaluators found this project very efficient at the regional level. We weighed engagement and contribution of human and financial resources of Kemitraan program facilitators of cluster, CFs leadership and other partner facilitation services, into the Project. The proportion of distribution of small grants to regional/local partners, and their ability to produce counterpart funding from other donors, and themselves (for related activities, like livelihood and other community organizing) is very high, compared to those national recipients/partners. Absorptive capacity remains at par with findings of the mid term evaluation. Facilitation services are included in the budget for management support and facilitation. Based on the financial information and reports provided, all these Units have been optimally utilized. Pie

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<sup>34</sup> Criteria for Adaptive Management is what constitutes the Site Management Index, combined with attendant local legislation.

charts above compare three-year timeframes, but show available data for expenditure only up to February 2010. Further analysis of the pie show highest allocation to People's Organizations, next to Central/National NGOs, and then a significant chunk of this pie go into capacity building, direct program and institutional support. In the pie chart, clustering of main part categories show: Community/farmers Organizations (POs), Central Government, Provincial Government, District Government, National NGOs, Management and Institutional support, Administration.

#### Effectiveness

Policy and site development outcomes have significantly been achieved, except for regulations for Payment of Environmental Services, and finalized partnership mechanisms for conservation areas. Matching outputs with targets per site developed by CF's and partners, and submitted in Kemitraan's latest report submitted to the Norwegian Embassy (April 2010) show progress, even just from the last 12 months of work, after the mid term evaluation results have been adopted. Evaluation found that a strong trigger for local counterpart funding is the presence of local partners, CFs with trust from people and networks as its 'social capital'. This does not come for free. Minimum costs for maintaining basic CF operations is approximately \$10,000 per year.

Areas that need extensive discussion for the future involve: Partnerships with community foundations and Markets. Given this recognition of 'investment' in social capital, and the fact that targets for strengthening community foundations are met, it remains unclear if Kemitraan intends to extend this support. Progressive expansion of stable micro, small and medium scale enterprises for non timber forest products has been listed, but a gap remains in capturing results from timber enterprises, especially in certification work.

#### Impact and Sustainability.

This is still very weak, especially on site, where thriving local CBFMs experience difficulty with tenure, good planting material, capital, taxation and fees, markets. For climate and REDD the challenges will recur, especially in determination of FPIC and strong institutions for benefit sharing. Kemitraan is not yet set up to address these technical issues internally. FGP staff who are program and field facilitators are very minimal, while local CF's are still building capacity. It will need to convene CFs and national/local service providers to assess the immediate next steps. Wider impacts manifest in the integration of Kemitraan targets with NGO targeting, and village-district, provincial planning. Several regional planning documents (Rencana Pembangunan Jangka Mengengah Kampunt/Kabupaten/Propinsi) listed in the evaluation documents resulted from partners' work. Various local regulations in HKM, HD, HTR have

also incorporated support and facilitation for local farmers groups/managers, capacity building/skills development, conflict mediation, and payments for services. This still requires significant facilitation and assistance. There are self-imposed targets and externally triggered expectations at village and site, regional levels. Kemitraan is well positioned to take this up, but if it doesn't there are strong signs that other donors, or local government initiatives will.

### **VIII. Summary of findings and recommendations<sup>35</sup>**

*There is evidence of good governance of organizations around forest management and climate*

1. Kemitraan should keep the measures of best of practices (see site management matrix), policies (see policy matrix) and partnerships (see organizational capacity measurements) to track progress of CBFM against program purpose. However, stable processes for tenure rights recognition and respect will need to be prioritized. A legal opportunities and challenges analysis, under national and regional legislations including regional autonomy laws for rights forest recognition, including FPIC application is a priority. Kemitraan's role is significant especially as it can draw expertise from its Security and Justice, Democracy and Public Service governance clusters.

*Good start up for Forest and Climate Change, must promote partnership variations*

2. Use Kemitraan's diversity of partnerships experiences on site (Jambi, Central Kalimantan), to model good forest and climate governance in key areas namely: Influencing provincial land use planning to position a REDD legal framework (developed in Jambi and Central Kalimantan); Influencing Public Service delivery (one stop service for licensing natural resource use/harvesting; development of a model Kecamatan Assessment for Capacity for autonomy); Corruption prevention and law enforcement mechanisms (e-procurement and integrity pact to prevent abuse of power); Transparency mechanisms from the Freedom of Information Act, in the setting up of *Komisi Keterbukaan Informasi Daerah*; Tenure rights and conflict prevention arrangements (Mapping of territory and conflict resolution options in Central Kalimantan); Accountability (Partnership for Governance Reform (PGR) Index of assessments); inclusiveness (multi-stakeholderism) *Musrembang*, *lahan gambut* participatory planning, with Ex-Pengembangan Lahan Gambut (PLG) areas.

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<sup>35</sup> Findings in italics, recommendations in regular fonts

*High transaction costs for stable livelihoods, rights-based approaches to address poverty*

3. The range of policy and best practice ‘intervention’ will need to focus sharply now on livelihoods and markets. The program is only as strong as its weakest link. Identifying areas needing strength in economic governance is an important process. This will most likely lead to transparency in natural resource licensing, taxation and procurement, consistency and accountability for institutions that provide policy guidelines, capital and facility for forestry and agroforestry businesses, and carbon payments that benefit the poor.
4. Kemitraan support after policy and site management, is required in governance for forest business: on a one stop licensing: for management, harvesting, transporting, marketing, taxation. This calls upon an effective integration of major public service institutions and Forestry. Kemitraan builds upon experience in marketing of non-timber forest products.
5. Poverty alleviation cannot be measured merely with increased incomes. We found impacts for poverty reduction in the areas of increased voice, reduced vulnerability, more transparent and accountable government. We suggest a conduct of a strategic planning scheme that includes key multi-institutional leader-participants, in a spatial time series analysis to determine, per region, the extent of reversal of deforestation trends and reduction of poverty levels (determined in spite at par with Millenium Development Goals (MDG) measures).

*Gender Mainstreaming set up but need stronger push in programming and implementation*

6. Evaluators found a gender mainstreaming plan developed in response to independent consultant’s findings and recommend that Kemitraan structure itself not only internally, but with local partners. Build gender programming around the needs of the women farm/agroforestry partners. This makes for triple impact: 1) action orientated ‘intervention’; 2) practicality of approaches; 3) confidence in managed assets: their landscape, their animals, their day to day needs (ie, water).

*Need to deepen lessons learned, with research and analysis, not expand to more regions*

7. Implementation of the Letter of Intent (LOI) gives Kemitraan key role, of drawing from experience of the past 10 years; of demanding governance standards and accountability for natural resource revenues; of initiating and convening a political economy analysis and strategies that balance interests among local civil society, vulnerable groups, small-medium forest businesses, local community owners of adat territory; and negotiating their position with Ministry of Forestry, and key local governments controlling major forest and peatland areas.

8. It is important to link breadth, with depth. Kemitraan should not expand to more sites without drawing sufficient technical and policy lessons from existing ones. Research and monitoring of progress in adaptive management, and forest-climate agreements, overtime is very important. Future investment must focus on efforts at showing how much of the village, district or province sites, are able to self-regulate successfully, and what financial, regulatory, capacity inputs will be necessary in order to help sustain good forest management, and maintain good business that reward local efforts of groups and entrepreneurs.

*Partners are co-equals, Kemitraan is not a 'donor'*

9. Kemitraan must maintain its portfolio of good partnerships. It must correct impression of being 'donor', build joint ownership of goals and core strategies. Kemitraan should set itself up to manage strong formal institutional partnerships with Regional Delivery mechanisms (community foundations, CFs) which are key to local community work and trust building, Multi stakeholder policy groups (Working Group Pemberdayaan WGP, Working Group Tenure WGT, Working Group Konservasi WGK, Working Group Perubahan Iklim WGPI), and multi-layer governmental engagements, like, Dewan Nasional Perubahan Iklim (DNPI), MOU with Ministry of Forestry; MOU with local Government of Central Kalimantan, among others.
10. Kemitraan should make consistent use of MoUs or MoAs with key players, and periodically review them. This should be pursued with much more depth in the next phase. Since partners are governed by agreements between co-equals, this may need to manifest more clearly between Kemitraan and CFs, Kemitraan and governments and Kemitraan and Multi-stakeholder groups. For climate, there have been trial runs for training of local scientists for carbon accounting, sharing of REDD Open Source Inventory to local government operatives (SKPD).

*Use of 'nested' institutions*

11. Maintain multi-stakeholder approaches in CBFM policy development and practice, as it offers resilient institutional models to counter deforestation within forest and climate program. This multiple interconnections consider linkages from local household groups to 'cells' like the Gabungan Kelompok Petani Hutan (Gapoktan)/Kelompok Petani Hutan - KTH's to multi-stakeholder District groups/Provincial units, and between them and the national units or working groups, like Working Group Tenure, WG Pemberdayaan. This 'nested' structures put Kemitraan at a strategic helm, and prepares it to engage in global and national negotiations for rewarding local stakeholder decisions against conversion, and for forest function restoration. Indonesian

government is avidly searching for opportunities to deliver on its stated target for reduction of emissions from land conversion. FGP supported areas offer not only the hectareage but also governance mechanisms needed to substantiate this target.

*Lack of clear communication and information systems for knowledge and learning, for Climate and REDD*

12. Create open source knowledge and learning networks. As Kemitraan initiates study on drivers of deforestation per region/province, it found problems unique to each region/province, but each region/province can share lessons across levels. Kemitraan must open and maximize its communication and information unit to extend to CF's and/or emerging local regional information centers, and track not only hectareage from CBFM and climate eligible areas (for Measurement, Reporting and Verification (MRV) systems), but lessons in interconnections of regions, networks, local knowledge, partnership development, good benefit distribution schemes, and systems for information flows for low carbon development strategies.
13. Government and community leaders in eligible areas/provinces for REDD+ indicate keen interest to pursue opportunities within these new climate schemes, but are unfamiliar with existing policy options, nor are they as solidly positioned on site and as organized as the CBFM partners. This may be due CF's lack of familiarity or lack of knowledge of counterpart national organizations, and government structures.

*Lack of clear sustainability measures*

14. Multi-functional landscapes under community management visited in this review need long term inputs and clear sustainability plans. Kemitraan must strengthen its own network of technicians and, in its partnership with the Ministry of Forestry must convince the latter to structure long-term community, NGO, business sector engagement for better support systems in timber harvesting, reforestation, management of tree crops and agriculture, harvesting of non-timber forest products all under one simple, predictable process. In current implementation, the review team found little long-term systems for reward and incentives set up by Ministry of Forestry or within their Working Groups (Empowerment, Partnerships, Climate) from existing policies of HTR, HKM and Hutan Desa, Kesatuan Pengelolaan Hutan (KPH), etc. We found many truly supportive individual technical experts within Ministry of Forestry and within the system of local government units, willing to facilitate government/private sector/banking counterpart, but lack further knowledge or are too busy to pay attention to these details.

*Minimum Capacity of CF's, but key to regional engagement*

15. Kemitraan need to improve, maintain and expand support for CF's in regions. Kemitraan spent time in financial management, auditing, and organizational development training modules. Review team partially introduced a good instrument for organizational assessment OCPAT. This must be done in depth for Papua, Kalimantan and all other sites. Invest time and resources to jointly develop speedy approval of Grants to CF's and for the latter to have better flexibility to support community groups. The current system is very restrictive and burdensome. Kemitraan will need to set aside funds and explore outsourcing this capacity building program to individuals and organizations that are technically competent. Among the important areas to focus are Planning, Leadership and Organizational Development and Finance, Monitoring and Documentation, Governance and Accountability in natural resource revenues, Shared Learning, Community Micro Enterprise, Marketing.

*Complied with Mid term review recommendations*

16. After the mid term review recommendations: FGP-Kemitraan increased the number of CBFM sites to contribute significantly in reducing deforestation and forest degradation. Increased number of CBFM sites, and the total aggregate hectareage of best practices sites. This means, elements of existence of strong site management has occurred. No sufficient information outside of CBFM sites.
17. FGP-Kemitraan established linkages between forest management unit (KPH) programs and priorities of the decentralized/autonomous regions, through its current partnership with Working Group Pemberdayaan, as it links with grantees Working Group Tenure and HuMA. Trust building within the KPH team, located within Badan Planologi will be very significant in the interweaving of forestry programs/typologies at all sites with multiple forest functions.
18. Two pending final regulations: FGP-Kemitraan supported work to assist WGP and local partners for facilitating discussions leading to policies for Payment for Environmental Services (PES) and community empowerment in conservation forests pending final regulation.



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Peraturan Menteri Kehutanan Nomor: P.37/Menhut-II/2007 tentang Hutan Kemasyarakatan (P 13, (1) bukan merupakan hak kepemilikan atas kawasan hutan, (2) dilarang dipindahtangankan, diagunkan, atau digunakan utk kepentingan lain diluar rencana pengelolaan yg telah disahkan, ..; P20 (2) jangka waktu 35 tahun dapat diperpanjang sesuai hasil evaluasi setiap 5 tahun.; P 21

IUPHHKm dapat diajukan pd pemegan IUPHKM telah berbentuk Kooperasi, pd Menteri, bisa ditolak, bila diterima, Menteri mengeluarkan IUPHHKm, Menteri menugaskan penerbitan IUPHHK pd Gob; P22 IUPHHKm hanya pd hutan produksi, diberikannya pada hasil hutan tanaman berkayu yg hasil penanamannya; P 24, IUPHHKm 1 tahun sesuai RKT, RU/RO, dokumen SKSHH, P25, menata batas areal kerja, membayar Provisi SDH, melaporkan kegiatan HKM pd pemberi ijin.)

Community Empowerment Working Group

Peraturan Menteri Kehutanan Nomor: P.18/Menhut-II/2009 tentang Perubahan Atas Peraturan Menteri Kehutanan No. P.37/Menhut-II/2007

Peraturan Menteri Kehutanan Nomor: P.49/Menhut-II/2008 Tentang Hutan Desa

Permenhut No. 5/2008, tentang Perijinan Hutan Tanaman Rakyat, HTR or Community Plantation Forest.

Sample Regional Regulations

Surat Keputusan Kepala Dinas Kehutanan dan Perkebunan, Kab Lombok Tengah Nom 7/2009 tentang Pedoman Teknis Verifikasi Permohonan IUPHKM di Kabupaten Lombok Tengah

Keputusan Bupati Lombok Tengah Nomor 39/2010 tentang Izin Usaha Pemanfaatan HKM (IUPHKM) kepada Gabungan Kelompok Tani (GAPOKTAN) HIM Desa Karang Sidemen

(IUPHKM, di Desa KS, 35 tahun, luas lahan garapan 403 Ha, jumlah anggota 741 orang,; dengan lampiran rinci, Nama Kelompok, Ketua, Anggota, Alamat Persil, Luas, batas (utara, selatan timur, barat)

Keputusan Bupati Lombok Tengah, Nom 38/2010 tentang Izin Usaha Pemanfaatan Hutan Kemasyarakatan (IUPHKm) kepada Kooperasi Serba Usaha (KSU) Mele Maju Desa Lantan

(IUPHKM di Desa Lantan, Kec Batukliang Utara, Loteng, Kooperasi serba usaha, (KSU), luas lahan garapan 349 Hs, jumlah anggota 349 orang, dengan lampiran pendaftaran rinci peserta HKM, Ketua Kel, Nama anggota, alamat persil, luas, batas Utara, sel, tim, Bar.)

Melalui RPJMDes:

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## GLOSSARY

AMAN	Aliansi Masyarakat Adat Nusantara
BKLH	Bina Kependudukan dan Lingkungan Hidup
BKPRN	Badan Koordinasi Penataan Ruang Nasional
BLU	Badan Layanan Umum
CBFM	Community-based Forest Management
CBNRM	Community-based Natural Resource Management
CIFOR	Center for International Forestry Research
CF	Community Forests
CFM	Community Forest Management
COCA	Checklist Organizational Capacity Assessment
COP	Conferences of the Parties
CSR	Corporate Social Responsibility
DEG	Democratic Governance
DFID-UK	Department for International Development-United Kingdom
DNPI	Dewan Nasional Perubahan Iklim
DR	Dana Reboisasi
EEG	Environmental and Economic Governance
FGP	Forest Governance Program
FPIC	Free Prior and Informed Consent
FWI	Forest Watch Indonesia
Gapoktan	Gabungan Kelompok Petani Hutan
HD	Hutan Desa
HKM	Hutan Kemasyarakatan
HTR	Hutan Tanaman Rakyat
ICRAF	International Center for Research on Agro-Forestry
IDLO	International Development Law Organization
IIUPH	Iuran Izin Usaha Pemanfaatan Hutan

IUPHHK	Izin Usaha Pemanfaatan Hasil Hutan Kayu
IUPHKM	Izin Usaha Pemanfaatan Hutan Kemasyarakatan
JAVLEC	Java Learning Center
KBCF	Kawal Borneo Community Foundation
KHJL	Koperasi Hutan Jaya Lestari
KLHS	Kajian Lingkungan Hidup Strategis
KPH	Kesatuan Pengelolaan Hutan
KPHK/KL	<i>Konservasi, Sistem Kesatuan Pengelolaan Hutan-Konservasi/Lindung</i>
KPK	Komisi Pemberantasan Korupsi
LOI	Letter of Intent
MDG	<i>Millenium Development Goals</i>
MFP	Multi-stakeholder Forestry Program
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MRV	Measurement, Reporting and Verification
NCCC	National Climate Change Commission
NGO	Non-Governmental Organizations
NTB	Nusa Tenggara Barat
NTFP	Non-Timber Forest Products
OCPAT	Organization Capacity and Performance Assessment Tools
OSS	One Stop Services
PES	Payment for Environmental Services
PGR	Partnership for Governance Reform
PLG	Pengembangan Lahan Gambut
PO	People Organizations
PRSP	Poverty Reduction Strategy Paper
PSDH	Provisi Sumber Daya Hutan
PSG	Public Service Governance
REDD	Reducing Emissions from Deforestation and Forest Degradation

RKT	Rencana Kerja Tahunan
SHK	Sistem Hutan Kerakyatan
SJG	Security and Justice Governance
SKPD	Satuan Kerja Perangkat Daerah
SVLK	Standar Verifikasi Legalitas Kayu
TII	Transparency International Indonesia
UNFCC	United Nations Framework Convention for Climate Change
UNDP	United Nations Development Programme
VAT	Value Added Tax
WGK	Working Group Konservasi
WGP	Working Group Pemberdayaan
WGPI	Working Group Perubahan Iklim
WGT	Working Group Tenure

### Annex 1: Site Matrix. Governance in Licensing and Management Processes Site

No.	Progress over time aggregated (7 as highest score; 1 for each phase)	Description; 8 sites sampled in Java include Guning Kidul, Dieng, Madiun; 3 in Rinjani (HKM), 1 Lubuk Beringin (HD), 1 Konawe Selatan (HTR)	Organizational strength: Governance
1.	Preparation phase	Public awareness; organizing and strengthening commty groups; preps for application of group licenses, development of workplans, allocation of areas	Inclusiveness
2.	Proposals/Requests for issuance of License and Verification process	Community requests for licensing from the Governor (if area is across Districts) or with District Head/Mayor and the conduct of verification process (a team is assigned by Governor or Bupati/Walikota)	Legitimacy
3.	Submission of Proposals for verification by the Ministry of Forestry	Governor or Bupati/Walikota proposes formal determination and verification by the Ministry of forest/land area (set up by Ministry of Forestry) For: clarity of rights, licenses over the area, organizations, livelihoods, as well as appropriateness of landuse vis a vis forest function	Transparency
4.	Formal issuance of licenses	Provision of facilitation and licenses (not as land owners). License (IUPHKM) issued by Governor or Bupati/Walikota, per authority	Accountability
5.	Management sustained	Management of forest area in accordance with terms of the license and forest function	Capability
6.	Livelihood	Improved livelihoods and increased incomes of individuals/community groups derived from (though not exclusively) forest products as specified in the license; including access to timber licenses (IUPHHK-HKM) for production forests	Limits to Fairness
7.	Sustainability	Livelihoods, incomes and management of resources lead to better forest/nat resource protection and sustainability	Limits to Adaptability

## Annex 1.1: Site Matrix, sample regions

### Matrix Score: 5, High

LOKASI : KAB. GUNUNG KIDUL dan KULONPROGO, PROVINSI YOGYAKARTA 7

SKEMA : HUTAN KEMSYARAKATAN (HKm)

BRIEF

	2001	2002	2003	2006	Okt '07-Sept '08	Okt '08-Sept '09	Okt '09 – April '10
1. Persiapan		Pendampingan 35 kelompok HKm di Gunungkidul		Penguatan kelembagaan Kelompok, pemetaan Partisipatif lahan HKm			Pertemuan kelompok untuk pembentukan koperasi (minimum 20 kali)
2. Usulan			Draft Ijin Sementara Hkm	Rekomendasi Kabupaten dan Provinsi untuk Pengusulan IUPHKm	Usulan IUPHKm kepada Departemen Kehutanan		
3. Pengajuan/Verifikasi			Draft Ijin Sementara Hkm		Verifikasi oleh TIM Departemen Kehutanan		Pengajuan RU dan RO kepada Dinas Kehutanan Provinsi untuk pengesahan
4. Ijin			Ijin sementara HKm selama 5 tahun seluas ±1.087 ha		Ijin Definitif Jangka Panjang 35 tahun untuk 35 kelompok di gunung Kidul (1.087 ha) dan 7 kelompok di kulonprogo (196 ha)		
5. Pengelolaan						Inisiasi pembentukan lembaga berbadan hukum pengelola HKm	Pembentukan 7 Koperasi pengelola HKm (akta notaris)
6. Livelihood						Peningkatan pendapatan masyarakat rata-rata sebesar Rp 250.000/bulan/KK dari tanaman tumpang Sari	Peningkatan pendapatan masyarakat rata-rata sebesar Rp 250.000/bulan/KK dari tanaman tumpang Sari



	2001	2002	2003	2006	Okt '07-Sept '08	Okt '08-Sept '09	Okt '09 – April '10
7. Keberlanjutan							Berkelanjutan jika IUPHHK HKm dapat diperoleh

### Site Matrix, sample regions

LOKASI : KAWASAN DIENG, KABUPATEN WONOSOBO, PROVINSI JAWA TENGAH 7

SKEMA : COMMUNITY-BASED REHABILITATION

BRIEF

	Okt '07- Sept '08	Okt '08-Sept '09	Okt '09 – April '10
1. Persiapan	- Diskusi dan workshop konsep dan roadmap penyelamatan lingkungan kawasan dieng yang terpadu (minimum 8 kali diskusi besar)	- Sosialisasi dan diskusi pengembangan desa model untuk rehabilitasi kawasan - Raising awareness	- Penyiapan RPJMDes
2. Usulan	- Integrasi program penyelamatan lingkungan dalam RPJMD Kabupaten Wonosobo		RPJMDes desa model
3. Pengajuan/Verifikasi			
4. Ijin/Kebijakan pendukung	RPJMD Kabupaten Wonosobo		RPJMD Kabupaten dan RPJMDes desa Kreo dan Buntu
5. Pengelolaan	- Penyusunan perencanaan partisipatif untuk desa model konservasi		- Pembangunan desa model usaha tani konservasi, penanaman tanaman keras ± 65.000 batang diareal budidaya kentang, pengembangan BUMDES
6. Livelihood			- Pengurangan erosi, peningkatan ekonomi masyarakat
7. Keberlanjutan			Program Pemulihan Dieng telah terinternalisasi dalam penganggaran Kabupaten, Propinsi dan kementerian Kehutanan

### Site Matrix, sample regions

LOKASI : KAB. GUNUNG KIDUL, PROVINSI YOGYAKARTA 5

SKEMA : HUTAN RAKYAT (HR)

BRIEF

	2005	2006	Okt '07- Sept '08	Okt '08-Sept '09	Okt '09 – April '10
	Pembangunan Rancang Bangun Unit Manajemen Hutan Rakyat Lestari (1,5			Pemetaan partisipatif dan penyiapan kelembagaan untuk perluasan Hutan rakyat	Pertemuan kelompok untuk pembentukan koperasi (minimum 20 kali)

	2005	2006	Okt '07- Sept '08	Okt '08-Sept '09	Okt '09 – April '10
	tahun) mulai dari penguatan kelembagaan, pemetaan partisipatif dan penyusunan rencana kelola			tersertifikasi	
1. Usulan		Pengajuan Sertifikasi untuk Hutan Rakyat seluas ± 800 ha di Kabupaten Gunung Kidul melalui Lembaga Ekolabeling Indonesia		Usulan sertifikasi seluas ± 200 ha	
2. Pengajuan/Verifikasi		Verifikasi sertifikasi hutan rakyat oleh LEI		Verifikasi sertifikasi hutan rakyat oleh LEI	
3. Ijin		Sertifikat Hutan Rakyat lestari seluas ± 800 ha dari PT. TUV Indonesia		Sertifikat Hutan Rakyat lestari seluas ± 200 ha dari LEI	
4. Pengelolaan			Pengembangan koperasi Wana Manunggal lestari Kerjasama dengan Mansion du Monde untuk perdagangan kayu rakyat tersertifikasi	Penguatan Koperasi Wana Manunggal Lestari Penyiapan Kelompok Usaha Bersama (Industry Kayu Rakyat)	Penguatan 4 KUB sebagai basis Industri kayu rakyat Carbon accounting
5. Livelihood					Keuntungan KUB digunakan sebagai dana komunitas untuk berbagai kebutuhan masyarakat
6. Keberlanjutan					

### Site Matrix, sample regions

SKEMA : HUTAN TANAMAN RAKYAT 4

LOKASI : Gunungkidul (DI Yogyakarta)

	2008	2009	2010
8. Persiapan	<p>Pokja HKm melakukan <i>survey</i> areal hutan yang memiliki potensi untuk dikembangkan dalam skema HTR. <i>Survey</i> ini menemukan 327,73 hektar kawasan hutan Negara (eks tanah Afkiren Bosch/AB) yang berada pada 6 (enam) desa, yakni Balong, Jepitu, Purwodadi, Pacarejo, Candirejo, dan Wunung.</p> <p>Pokja HKm dan Shorea melakukan fasilitasi penguatan kelompok, yang meliputi penyiapan kelompok, pembentukan Koperasi, dan penyiapan dokumen.</p>		
9. Usulan		Kelompok mengajukan usulan pencadangan HTR kepada Menteri Kehutanan, melalui Bupati Gunungkidul.	19 April 2010 Koperasi Akur, yang terdiri dari Desa Balong, Jepitu, dan Purwodadi, mengajukan IUPHHK HTR kepada Bupati Gunungkidul.
10. Pengajuan/Verifikasi		20 Maret 2009 SK Menhut 118-Menhut II/2009 Tentang Pencadangan Areal untuk Pembangunan HTR seluas 327,73 ha di Gunungkidul.	
11. Ijin		19 Juni 2009 KUD Bima, meliputi Desa Candirejo dan Pacarejo, mendapatkan Ijin HTR melalui SK Bupati 118-Kpts/2009 seluas 84,25 ha.	
12. Pengelolaan			10 April 2010 KUD Bima mengajukan Rencana Umum (RU) HTR kepada Bupati Gunungkidul.
13. Livelihood			
14. Keberlanjutan			

### Site Matrix, sample regions

LOKASI : Lampung Barat Propinsi Lampung 6

SKEMA : Hutan Kemasyarakatan (HKm)

No	Tahapan	2006 – 2007	Nov 2007 – Okt 2008	Nov 2008 – Okt 2009	Nov 2009 – April 2010
1.	Persiapan	Waremtahu yang mewadahi 5 kelompok HKm di Lampung Barat, difasilitasi oleh WATALA untuk persiapan pengajuan izin pencadangan HKm	Diskusi dalam rangka memperkuat pemahaman tentang konsep HKm pada 31 kelompok yang tersebar di Kecamatan Way Tenong dan Sumberjaya.		
2.	Usulan	Dishut Lampung Barat mengajukan izin pencadangan HKm seluas 1.800 hektar, yang didalamnya terdapat areal kerja 5 kelompok HKm yang tergabung dalam Waremtahu.	Dishut Lampung Barat kembali mengajukan perluasan HKm seluas sekitar 13.000 hektar kepada Dephut.		
3.	Pengajuan/Verifikasi		Proses verifikasi sudah berjalan tapi terdapat beberapa temuan yang kemudian menjadi "isu miring" HKm Lampung, dan membuat macet proses pencadangan oleh Dephut		Waremtahu serta multipihak di Lampung, mendorong proses percepatan pencadangan HKm seluas 13.000 hektar.
4.	Ijin	Keluarnya SK Pencadangan seluas 1.800an hektar.			Terbit izin pencadangan HKm oleh Menhut, untuk Kabupaten Lampung Barat saja seluas 6.490 Hektar,

					sisanya (dari 13.000 Ha) ditangguhkan izinnya karena berada di lintas kabupaten
5.	Pengelolaan	Ada 5 Kelompok HKm Waremtahu lain, yang areal kerjanya belum dicadangkan, mendapatkan izin sementara untuk jangka waktu 5 tahun, total luasannya adalah 2.317,61 hektar di Kecamatan Sumber Jaya.	5 Kelompok HKm Waremtahu di Kecamatan Sumberjaya dan Way Tenong mendapatkan Izin definitive HKm untuk 35 tahun seluas 1.800 hektar.	6 Kelompok HKm Waremtahu sudah membuat proposal izin definitive HKm, termasuk 5 Kelompok yang sebelumnya mengantongi izin sementara. Akan tetapi lagi-lagi terkendala karena belum keluarnya SK Pencadangan oleh Menhut.	5 Kelompok yang semula memegang izin sementara, telah mendapatkan kepastian izin definitive. Dokumen izin belum sampai ketangan kelompok karena proses administrasi di Kabupaten.
6.	Livelihood			Waremtahu mulai intensifikasi perkebunan Kopi bagi kelompok yang telah mengantongi izin definitive, serta pengembangan peternakan kambing. Produksi kopi biasanya maksimal 8 kwintal per hektar, saat ini sekitar 200 keluarga petani (40 % dari total kelompok) sudah bisa menghasilkan kopi 9 kwintal per hektar per musim	
7.	Keberlanjutan				

LOKASI : Desa Lubuk Beringin Kabupaten Bungo Propinsi Jambi 5

SKEMA : Hutan Desa

No	Tahapan	Sebelum didukung SSS-FGP	Mei – Okt 2009
1.	Persiapan	<ul style="list-style-type: none"> <li>➤ Tahun 2001 ICDP TNKS Warsi menghasilkan KKD (Kesepakatan Konservasi Desa)</li> <li>➤ Tahun 2003 lahir Perdes Lubuk Beringin No. 03 Tahun 2003 tentang Pemanfaatan Potensi Sumberdaya Alam Desa.</li> <li>➤ Tahun 2006 Lahir Keputusan Pemerintahan Desa Lubuk Beringin Tentang Larangan Membuka Hutan di hulu Batang Buat.</li> </ul>	
2.	Usulan	<ul style="list-style-type: none"> <li>- Tahun 2008, Surat Permohonan pencadangan hutan desa Lubuk Beringin kepada Bupati Bungo.</li> <li>- Lahirnya Perdes Lubuk Beringin No 01 Tahun 2009 tentang penetapan Kelompok Pengelola Hutan Desa</li> </ul>	
3.	Pengajuan/Verifikasi	Lahir Surat Rekomendasi Bupati Bungo untuk usulan pencadangan hutan Desa Lubuk Beringin. Dan berkas pengajuan dikirim ke Dephut difasilitasi oleh KKI WARSI. Dilakukan verifikasi oleh Dephut pada bulan Februari 2009.	
4.	Ijin	Kepmenhut No. 109/Menhut-II/2009 2009 tentang penetapan kawasan Hutan Desa – Lubuk Beringin) seluas 2.356 Hektar.	
5.	Pengelolaan		<p>SSS-FGP mendukung KKI WARSI yang menghasilkan :</p> <ul style="list-style-type: none"> <li>- Rencana Pengelolaan Hutan</li> </ul>

			<p>Desa dan penguatan kelompok pengelola Hutan Desa Lubuk Beringin berupa Standar Operasional Prosedur (SOP), sebagai persiapan untuk pengajuan izin pengelolaan hutan desa dari Gubernur.</p> <p>- Rencana perluasan areal kerja hutan desa di Kecamatan batin III Ulu, disepakati oleh parapihak di Kabupaten. Perluasan ini akan mencakup empat desa yaitu, Desa Senamat, Laman Panjang, Dusun Buat dan Sungai Telang. Seluruhnya satu hamparan dengan Hutan Desa Lubuk Beringin yang berada di Hutan Lindung Bukit Panjang - Rantau bayur. Potensi perluasan ini mencakup luasan seluas 13.529,40 hektar.</p>
6.			

### Site Matrix, sample regions

LOKASI : Kabupaten Merangin Propinsi Jambi

SKEMA : Hutan Desa

No	Tahapan	2008-2009	Nov 2009 – Mei 2010
1	Persiapan	Terjadi gerakan CSO, NGO dan Pemerintah Desa terhadap rencana perluasan HTI PT. Duta Alam Makmur (DAM) pada kawasan eks HPH di Merangin. Gerakan ini dikenal dengan Aliansi Tolak PT. DAM, dan berhasil mendorong Dephut untuk	<ul style="list-style-type: none"> <li>• SSS Pundi memotori lahirnya Poros Masyarakat Kehutanan Merangin (PMKM) yang terdiri dari SSS Pundi, Walhi Jambi, KKI Warsi dan Lembaga Tiga Beradik (LTB), yang berkomitmen mendorong hak</li> </ul>

		tidak memberikan SK Pencadangan perluasan HTI PT. DAM.	<p>kelola masyarakat pada kawasan eks rencana perluasan HTI PT. DAM</p> <ul style="list-style-type: none"> <li>• Melakukan kajian desa guna mengidentifikasi potensi dan skema pengelolaan hutan berbasis masyarakat sekitar kawasan eks perluasan PT. DAM,</li> <li>• 2 kali diskusi FGD, dilakukan di 2 kecamatan, dan dihadiri oleh 24 Pemdes dan 4 perwakilan kecamatan (Camat, dan Sekcam). Diskusi menyepakati untuk mengusulkan skema hutan desa. Kawasan yang diusulkan adalah eks rencana perluasan HTI PT. DAM secara keseluruhan, Hutan Lindung. Usulan haruslah lengkap satu blok kawasan dan tidak spot-spot untuk menghindari adanya kawasan yang bolong (fragmentasi)</li> </ul>
2	Usulan	Dinas Kehutanan mengajukan usulan pencadangan hutan desa seluas 21.000 hektar untuk 14 Desa sekitar kawasan eks rencana perluasan HTI PT. DAM Merangin.	Sudah keluar memo teknis dari Dinas Kehutanan untuk mengusulkan tambahan areal hutan desa seluas 84.000 hektar untuk 22 desa. (Luasan total dan sudah termasuk usulan awal 21.000 Hektar pada 14 desa sebelumnya)
3	Pengajuan/Verifikasi	Keluar Rekomendasi Bupati untuk usulan pencadangan Hutan Desa seluas 21.000 hektar. Sudah diusulkan ke Dephut, tapi belum ditanggapi dan juga belum ada rencana verifikasi.	Tanggal 10 Mei 2010 sudah dilakukan audiensi dengan Bupati Merangin, yang hasilnya adalah bupati menyetujui inisiatif hutan desa yang diusulkan. Surat Rekomendasi Bupati Merangin untuk Pencadangan Hutan Desa seluas 49.514 hektar pada 17 desa di Merangin sudah



			ditandatangani dan siap untuk dibawa ke Dephut..
5.	Pengelolaan		

## Annex 2: Policy Matrix. Governance in Institutions and Policy Processes

No.	Progress over time aggregated, 7 as highest; 1 for each phase	Description	Governance principles applied
1.	Policy targeting	Active discussions on policy reform/development (HKm, Hutan Desa, HTR, etc) in relation to actual problems encountered, may be at local, regional or national	Inclusiveness,
2.	Legal drafting	Actual drafting of laws and regulations related to the aspects of CBFM needing rules/protection	Legitimacy
3.	Public Consultations	Civil society, esp community forest farmers, and other stakeholders participate in forum/discussions regarding content and processes in the proposed regulations	Transparency
4.	Law or regulation issued	Formal issuance of and compliance with desired policy, law or regulation	Accountability
5.	Policy Implementation	Public awareness and application of policy, law or regulation at field sites	Capability
6.	Livelihood	Improved livelihoods and increase in incomes of individuals/community groups derived from forest products as a result of regulation; including access to timber licenses (IUPHHK-HKM) for production forests	Limits to Fairness
7.	Sustainability	Livelihoods, incomes and management of resources lead to protection and sustainability of forest/natural resources	Limits to Adaptability

## Annex 2.1: Governance in Institutions and Policy Processes (Policy Matrix),

### Average Score for Policy: 4, Very Good

LOKASI : KAB. GUNUNG KIDUL dan KULONPROGO, PROVINSI YOGYAKARTA

6

SKEMA : HUTAN KEMSYARAKATAN (HKm)  
BRIEF

	2001	2002	2003	2004	2005	2006	Okt '07- Sept '08	Okt '08- Sept '09	Okt '09 – April '10
1. Diskusi Tentang Perubahan (masalah yg harus diselesaikan)	Diskusi stagnasi kepastian ruang kelola dan ijin HKm (lebih dari 10 kali)				Diskusi Arah Kebijakan dan kelembagaan untuk mendorong HKm			Diskusi Strategi perluasan HKm yang telah berisi tanaman GERHAN (minimum 5 kali)	Diskusi Strategi perluasan HKm yang telah berisi tanaman GERHAN (minimum 10 kali)
2. Legal Drafting			Draft Ijin Sementara Hkm		Draft SK Pembentukan Kelompok Kerja HKm	- Kontribusi dalam Draft PP Tata Hutan dan Penyusunan Perencanaan Hutan, serta Pemanfaatan Hutan - Kontribusi dalam Draft Permenhut tentang HKm	- Kontribusi dalam drafting Permenhut 37/2007 tentang Hutan Kemasyarakatan dan Permenhut 23/2007 tentang Hutan Tanaman Rakyat - Draft Peraturan Gubernur tentang pengelolaan HKm		
3. Konsultasi Publik			Draft Ijin Sementara Hkm		Konsultasi Publik Pembentukan Kelompok Kerja Multipihak untuk mendorong HKm		- Kontribusi dalam KP Draft PP Tata Hutan dan Penyusunan Perencanaan Hutan, serta Pemanfaatan Hutan - Kontribusi dalam KP	KP Peraturan Gubernur tentang Pengelolaan HKm	

	2001	2002	2003	2004	2005	2006	Okt '07- Sept '08	Okt '08- Sept '09	Okt '09 - April '10
							Permenhut 37/2007 tentang Hutan Kemasyarakatan dan Permenhut 23/2007 tentang Hutan Tanaman Rakyat		
4. Kebijakan yang ditandatangani			Ijin sementara HKm selama 5 tahun seluas ±1.087 ha		SK Kelompok Kerja HKm		- PP 6 tahun 2007 tentang Tata Hutan dan Penyusunan Perencanaan Hutan, serta Pemanfaatan Hutan - Permenhut 37/2007 tentang Hutan Kemasyarakatan dan Permenhut 23/2007 tentang Hutan Tanaman Rakyat	Peraturan Gubernur DIY No 38 tahun 2009 tentang Pengelolaan HKm	
5. Upaya Implementasi					Pertemuan Rutin dan Fasilitasi HKm DIY		Surat Keputusan Menteri Kehutanan No. 433/Menhut-II/2007 tanggal 7 Desember 2007 tentang Penetapan Areal Kerja Hutan Kemasyarakatan di Kabupaten Gunungkidul Propinsi Daerah Istimewa Yogyakarta,		

	2001	2002	2003	2004	2005	2006	Okt '07- Sept '08	Okt '08- Sept '09	Okt '09 – April '10
							SK Menhut No. 434/Menhut-II/2007 tanggal 7 Desember 2007 tentang Penetapan Areal Kerja Hutan Masyarakat di Kab. Kulonprogo Propinsi DIY, surat rekomendasi dari Menhut ke Gubernur dan Bupati untuk segera mengeluarkan ijin pengelolaan HKm 35 tahun kepada kelompok tani		
6. Dampak dlm Kehidupan Masyarakat							Penambahan ruang kelola masyarakat paling tidak sebesar 0,25 ha per kepala keluarga		

## POLICY MATRIX

LOKASI : KABUPATEN BATU, PROVINSI JAWA TIMUR 5  
 SKEMA : PES (PAYMENT FOR ENVIRONMENTAL SERVICES)  
 BRIEF :

	2005	2006	Okt '07- Sept '08	Okt '08-Sept '09	Okt '09 – April '10
1. Diskusi Tentang Perubahan (masalah yg harus diselesaikan)	Diskusi permasalahan lingkungan di hulu DAS BRANTAS (minimum 5 kali)			- Riset Kelembagaan Pengelola Jasa Lingkungan - Diskusi dan workshop kelembagaan Pengelola Jasa Lingkungan	Diskusi tentang Peraturan Desa untuk pengelola Jasa Lingkungan (minimum 5 kali)
2. Legal Drafting	Naskah Akademik Lembaga	Draft Raperda Provinsi Jawa Timur tentang			Draft Peraturan Desa (PERDES) lembaga pengelola jasa

	2005	2006	Okt '07- Sept '08	Okt '08-Sept '09	Okt '09 – April '10
	Keuangan Latrenatif Pengelola Jasa Lingkungan	Lembaga Keuangan Alternatif Pengelola Jasa Lingkungan			lingkungan tingkat desa
3. Konsultasi Publik		Konsultasi Publik Raperda Provinsi Jawa Timur tentang Lembaga Keuangan Alternatif Pengelola Jasa Lingkungan (minimum 5 kali)	Konsultasi Publik Raperda Provinsi Jawa Timur tentang Lembaga Keuangan Alternatif Pengelola Jasa Lingkungan (minimum 4 kali)	Konsultasi Publik Format kelembagaan pengelola jasa lingkungan (minimum 2 kali)	Konsultasi Publik Pengelolaan jasa Lingkungan Tingkat Kabupaten
4. Kebijakan yang ditandatangani			-		PERDES Lembaga Pengelola Jasa Lingkungan Desa Puntan
5. Upaya Implementasi					MoU dengan Toyota, Jasa Tirta dan PDAM
6. Dampak dlm Kehidupan Masyarakat					

## POLICY MATRIX

LOKASI : KAB. MADIUN (JATIM), KAB. BANYUMAS (JATENG), KAB. KARANGANYAR (JATENG), KAB. PURWOREJO (JATENG) KAB. PEMALANG (JATENG) 5

SKEMA : PENGELOLAAN HUTAN BERSAMA MASYARAKAT (PHBM)

BRIEF :

	2005	2006-2007	Okt '07- Sept '08	Okt '08-Sept '09
1. Diskusi Tentang Perubahan (masalah yg harus diselesaikan)	<b>MADIUN</b> FGD tentang kepemilikan lahan yang sempit, dominasi hutan Negara dan keterbatasan akses masyarakat	<b>JAWA</b> - Diskusi tentang ketidakadilan pola bagi hasil dan perlunya hutan pangkuan desa sebagai basis PHBM - Belajar Antar Petani dan Parapihak (4 putaran)	<b>MADIUN</b> Diskusi tentang perlunya kelembagaan tingkat kabupaten untuk Sinkronisasi program pemerintah dengan kebutuhan LMDH	<b>BANYUMAS</b> Diskusi Multipihak Pengembangan Model PHBM Konsesi <b>KARANGANYAR</b> Diskusi tentang kebutuhan ruang kelola dalam PHBM untuk Hasil Hutan Bukan Kayu <b>PEMALANG</b> Diskusi kebutuhan ruang kelola, jaminan panen, bagi hasil dan fleksibilitas tanaman
2. Legal Drafting	<b>MADIUN</b> Draft MoU pengelolaan hutan dengan system Plong-Plongan		<b>MADIUN</b> Draft kelembagaan Forum komunikasi PHBM tingkat kabupaten Ngawi	<b>BANYUMAS</b> - Draft perjanjian kerjasama tripartid antara LMDH, Perhutani dan Pihak Ketiga (Banyumas) <b>KARANGANYAR</b>

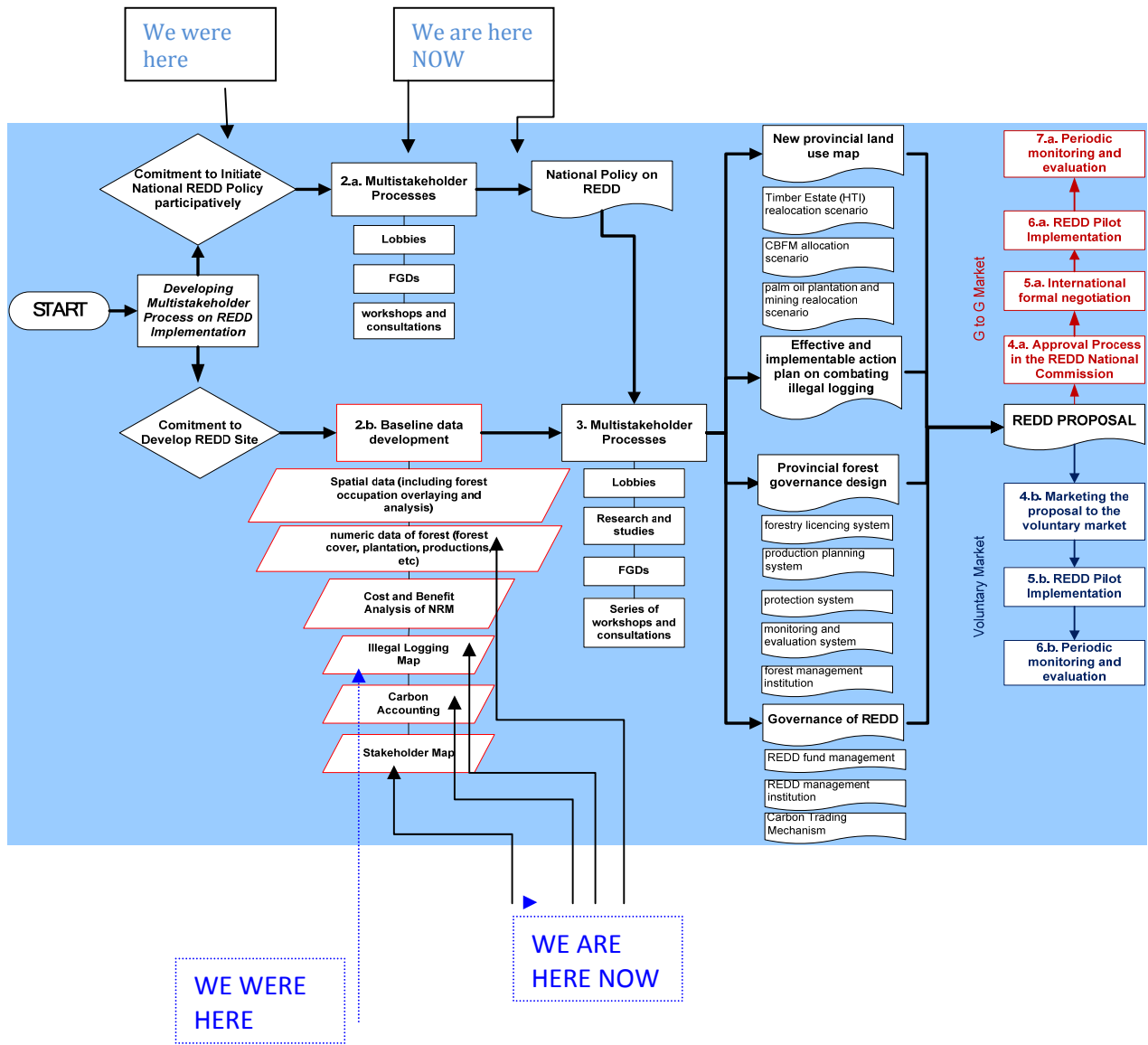


**Annex 3. Average costs for supporting CBFM sites of the various types described in Table 1, (sampled, Gunung Kidul, HKM area DIY, 1.080 hectares)**

No	Cost Components	Total	Unit	Unit Cost	Total Cost (Rp)	Cost per Hectare (Rp/Ha)	Contributions
1	Area Survey: Participatory Mapping and Digitizing	1	Paket		100,000,000	92,593	Kemitraan
		1	Paket		30,000,000	27,778	MFP II
		1	Paket		25,000,000	23,148	BPKH XI
		1	Paket		50,000,000	46,296	Javlec + Shorea
	<b>Total Cost Per Hectare Penataan Kawasan</b>					<b>189,815</b>	
2	Forest Management consisting of: Land prep, Planting, Nurturing, Protection full cycle  Fund assistance fr Dinas Kehutanan Province	400	Pohon	60,000	24,000,000	24,000,000	Community counterpart
		1	Paket		150,000,000	138,889	Dinas Kehutanan Province
	<b>Total Biaya Per Hectare Managemen SDH</b>					<b>24,138,889</b>	
3	Organizing communities	1	Paket		100,000,000	92,593	Kemitraan
		1	Paket		45,000,000	41,667	MFP
		1	Paket		75,000,000	69,444	Javlec + Shorea
		1	Paket		50,000,000	46,296	BPDAS Serayu Opak Progo
		1	Paket		80,000,000	74,074	POKJA Pemberdayaan DIY
	<b>Total cost Per Hectare for Org Strengthening</b>					<b>324,074</b>	
4	Licensing: Proposal Prep, Intensive communications, Verification, Licensing	1	Paket		100,000,000	92,593	Kemitraan
		1	Paket		50,000,000	46,296	BPDAS Serayu Opak Progo
		1	Paket		30,000,000	27,778	Javlec + Shorea
		1	Paket		50,000,000	46,296	Dinas Kehutanan Kabupaten
		1	Paket		50,000,000	46,296	WGP – Kemitraan
	<b>Total Cost Per Hektar in Licensing</b>					<b>259,259</b>	
	<b>Total Cost in HKm-planted, expansion Per Hektar Full cycle (10 years)</b>					<b>24,912,037</b>	
	<b>Cost for Expansion of non planted HKm (rp/Ha)</b>					<b>773,148</b>	



# Annex 4. Kemitraan Scheme, as of May 2010



### Annex 5 – All FGP Partners' Expertise and Contributions

	Organization	Specific Expertise	Contribution to FGP
1	World Agroforestry Centre (ICRAF)  <a href="http://www.agroforestry.org/">http://www.agroforestry.org/</a>	ICRAF Indonesia has staff, methods, databases and professional networks in the following areas of expertise to work on these challenges: -Spatial Analysis, -Ecological Modeling, -Economics, -Trees and markets, -Agro-forest -Management, -Policy Analysis and -Capacity Building	Deepening and advancing the policy and programmatic aspects of CBFM models
2	Ministry of Forestry – Working Group for Community Development	Development and empowerment efforts for communities that live in and around the forest.	Community Based Forest management in ministry of Forestry, providing access and a vehicle for the CBFM program to move forward
3	Lembaga Alam Tropika Indonesia (LATIN)  <a href="http://www.latin.or.id/">http://www.latin.or.id/</a>	-Nature documentary -GIS training -Proposal writing training -Community Development training -Conflict management training -Medicinal plant training -Outbound and forest walk activities	Coordination in Civil Society Organization for UNFCCC COP 13 in Bali to accommodate input from stakeholders to the Indonesian Delegations.
4	Institut Hukum Sumber Daya Alam (IHSA)  <a href="http://www.ihsa.or.id">http://www.ihsa.or.id</a>	-research, assessment and advocacy for law and regulation pertaining to the natural resources.	Process facilitation for law enforcement in illegal logging
5	Keluarga Pencinta Alam dan Lingkungan Hidup (WATALA) Lampung  <a href="http://www.watala.org/">http://www.watala.org/</a>	- Conservation, advocacy, natural resources policy, planning, study and research on agro and social forestry, community development, rural economy development, forest management system development, coastal and marine, and ecotourism	Community Based Forest management district policy development; Facilitating community organization development for CBFM; Facilitate CBFM areas enlargement through the establishment of Community Forestry Forum at Lampung Province
6	Kawal Borneo Community Foundation (KBCF)  <a href="http://www.kawal-borneo.net">http://www.kawal-borneo.net</a>	-Community economic empowerment -Advocacy and policy dialogue -Public access and control to natural resources -Capacity building	Achieving Sustainable and Just Forestry Resource Management that Increase Community Welfare in Kalimantan
7	Java Learning Centre (JAVLEC)  <a href="http://www.javlec.org">http://www.javlec.org</a>	-Action research and policy dialogue facilitation -Technical assistance in program development and capacity building -Shared learning and information -Resource mobilization	Encouraging Good Forestry Governance to support sustainable environment, livelihood and to anticipate the impacts of global climate change

	Organization	Specific Expertise	Contribution to FGP
7.1	<p>LEMBAGA PARAMITRA JI. Mojorejo 98 Batu Jawa Timur Telepon: 0341-594792 E-mail: <a href="mailto:ypm_jatim@yahoo.com">ypm_jatim@yahoo.com</a></p> <p>CP: Mainul Sofyan Telepon: 0341-7756282, 08123573893 1. E-mail: <a href="mailto:inul_sofyan@yahoo.com">inul_sofyan@yahoo.com</a></p>	<p>Facilitating community groups in Malang Raya-East Java, this project focus on water users groups, 334 KK, 17.956 SR (kelompok pengguna air)</p>	<ol style="list-style-type: none"> <li>1. Adanya kebijakan, kelembagaan, dan praktek imbal JASA LINGKUNGAN dilevel Desa</li> <li>2. Adanya dukungan untuk pembahasan draft Raperda JASLING di level provinsi Jatim</li> </ol>
7.2	<p>YAYASAN SHOREA Yayasan SHOREA Jalan Tegal Mlati No. 101 Dusun Jombor Lor RT 03 RW 19 Desa Sinduadi – Kecamatan Mlati – Kabupaten Sleman DI Yogyakarta 55284 Telephone: (0274) 749 0310 email : <a href="mailto:shorea@telkom.net">shorea@telkom.net</a></p> <p>CP: Exwan Novianto 1. Mobile-phone: 081 5795 6550</p>	<p>Facilitating community groups in G. Kidul, DIY this project, focus on HTR and HD groups, 881 KK</p>	<ol style="list-style-type: none"> <li>1. Terbitnya IUPHHK HTR pada koperasi untuk 4 kelompok</li> <li>2. Adanya rencana kerja HTR untuk koperasi pemegang IUPHHK HTR</li> <li>3. Terbitnya SK Menteri tentang pencadangan areal kerja HD di Gunungkidul</li> <li>4. Adanya kesiapan lembaga desa di 4 desa sebagai pengelola HD</li> </ol>
7.3	<p>POKJA HKM POKJA Penguatan dan Pengembangan HKm DI Yogyakarta Dinas Kehutanan dan Perkebunan Propinsi DI Yogyakarta Jl. Argulobang No 19 DI Yogyakarta Telp.(0274) 588518 Fax (0274)512447</p> <p>CP: Ir. Akhmad Dawam Dinas Kehutanan dan Perkebunan DI Yogyakarta HP. 0813 2833 7332 Puji Raharjo Konsorsium Pendukung Hutan Kemasyarakatan (KP-HKm)HP. 0817 944 7174</p>	<p>Facilitating planning for HKM sites in G. Kidul DIY, assisted 4.438 KK</p>	<ol style="list-style-type: none"> <li>1. Tersusunnya dokumen rencana umum, rencana operasional pemegang IUPHKm hingga pengesahan oleh pihak berwenang di D.I. Yogyakarta</li> <li>2. Siapnya paguyuban HKm dan Lingkar sebagai lokal fasilitator dalam pengelolaan HKm</li> <li>3. Siapnya lembaga Koperasi mengajukan IUPHHK HKm, yang dilengkapi dengan dokumen-dokumen dalam mengajukan IUPHHK HKm</li> <li>4. Adanya arah dan strategi Pengembangan HKm DIY dan pelaksanaan perluasan HKm untuk eks GNRHL dan di luar gerhan</li> </ol>
7.4	<p>Aliansi Relawan untuk Penyelamatan Alam (ARuPA) Karanganyar 200 A, RT 10 RW 29 Sinduadi Mlati Sleman Telp./Fax: (0274) 551571 Website <a href="http://www.arupa.or.id">www.arupa.or.id</a></p>	<p>Facilitating farmer market coops and marketing of products of 652 KK in Kabupaten Gunungkidul Provinsi DIY</p>	<ol style="list-style-type: none"> <li>1. Perbaikan sistem manajemen KUB</li> <li>2. Promosi pemasaran produk</li> <li>3. Peningkatan serapan produksi ke pasar sebesar 10%</li> </ol>

	Organization	Specific Expertise	Contribution to FGP
	Email: <a href="mailto:arupa@arupa.or.id">arupa@arupa.or.id</a> CP: Suryanto Sadiyo HP: 0815 787 23660 1. Email: <a href="mailto:arupa@arupa.or.id">arupa@arupa.or.id</a> ; <a href="mailto:suryantos@gmail.com">suryantos@gmail.com</a>		
7.5	TIM KERJA PEMULIHAN DIENG (TKPD) Kabupaten Wonosobo JawaTengah website: <a href="http://www.savedieng.org">www.savedieng.org</a> CP: Fahmi Hidayat HP: 08122769669 1. E-mail: <a href="mailto:masfahmiwsb@yahoo.com">masfahmiwsb@yahoo.com</a>	Facilitating community organizations 115 KK Kecamatan Kejajar, Kabupaten Wonosobo, Jawa Tengah	<ol style="list-style-type: none"> <li>1. Adanya kelembagaan masyarakat dan perencanaan dalam pengelolaan hutan dan lahan yang berkelanjutan</li> <li>2. Adanya model pengelolaan lahan pertanian yang ramah lingkungan</li> <li>3. Adanya model kolaborasi rehabilitasi kawasan hutan negara yang berkelanjutan</li> <li>4. Adanya pengembangan ekonomi produktif berbasis potensi lokal</li> </ol>
7.6	Yayasan Kaliandra Sejati Dusun Gamoh Desa Dayurejo kecamatan Prigen kabupaten Pasuruan Telp/Fax: 0343 – 885557 / 885558 Website: <a href="http://www.kaliandrasedjati.org">www.kaliandrasedjati.org</a> Email: <a href="mailto:info@kaliandrasedjati.org">info@kaliandrasedjati.org</a> CP: Fathurrohman HP: 081 3333 84249 Email: <a href="mailto:fathur1234@gmail.com">fathur1234@gmail.com</a>	1400 KK Desa Tambaksari, BKPH Lawang Barat, KPH Pasuruan	<ol style="list-style-type: none"> <li>1. Adanya kelengkapan kelembagaan masyarakat desa hutan (LMDH)</li> <li>2. Adanya rencana kelola sumber daya hutan</li> <li>3. Adanya kesepahaman kerjasama antara masyarakat dan perhutani</li> </ol>
7.7	INFOJAWA Plemburan RT 5 RW 25 No 41, Jl. Kaliurang Km 6,5 Yogyakarta Telp: 0274 – 7100722 Fax: 0274 – 3272001 Email: <a href="mailto:javlec@javlec.org">javlec@javlec.org</a> ; <a href="mailto:infojawa@infojawa.org">infojawa@infojawa.org</a> Website: <a href="http://www.infojawa.org">www.infojawa.org</a> ; <a href="http://www.mapinfojawa.org">www.mapinfojawa.org</a> ; <a href="http://www.javlec.org">www.javlec.org</a> CP: Nurwachid Juni Adi Hp: 081392563633; 085729999916 email: <a href="mailto:skiper@infojawa.org">skiper@infojawa.org</a>		<ol style="list-style-type: none"> <li>1. Tersedianya skema layanan informasi dan pengelolaan pengetahuan CBFM serta Perubahan Ikim</li> </ol>
7.8	PDF Plemburan RT 5 RW 25 No 41, Jl. Kaliurang Km 6,5 Yogyakarta Telp: 0274 – 7100722 Fax: 0274 – 3272001 Email: <a href="mailto:javlec@javlec.org">javlec@javlec.org</a> ; <a href="mailto:infojawa@infojawa.org">infojawa@infojawa.org</a>	Coordination of multistakeholder initiatives and training of local facilitators, including technical assistance in licensing and monitoring	<ol style="list-style-type: none"> <li>1. Meningkatnya jumlah dan keterlibatan parapihak dalam mendorong keberhasilan program</li> <li>2. Meningkatnya jumlah fasilitator lokal dalam percepatan hutan desa</li> <li>3. Meningkatnya kemampuan dan jumlah fasilitator kehutanan</li> </ol>

	Organization	Specific Expertise	Contribution to FGP
	Website: <a href="http://www.infojawa.org">www.infojawa.org</a> ; <a href="http://www.mapinfojawa.org">www.mapinfojawa.org</a> ; <a href="http://www.javlec.org">www.javlec.org</a> CP: Rohni Sanyoto Hp: 08122735781; 1. Email: <a href="mailto:gattuso@infojawa.org">gattuso@infojawa.org</a>		masyarakat 4. Asistensi teknis untuk percepatan perijinan kehutanan masyarakat 5. Peningkatan efektivitas program melalui asistensi teknis dan monev
7.9	CEF Jl. Pinangsia 7a, Malang Telp/Fax. 0341-482035 Email : <a href="mailto:cef@javlec.org">cef@javlec.org</a> CP : Hari Cahyono 1. Email : <a href="mailto:cahyonno@javlec.org">cahyonno@javlec.org</a> , <a href="mailto:cahyonno@yahoo.com">cahyonno@yahoo.com</a>	Facilitating 9 LKF Primer, 27 KTR, 5 TRAHINKA	1. Bertambahnya Jumlah keanggotaan LKPHJ (LKF primer terbentuk) 2. Bertambahnya Jumlah KTR yang terlayani LKF primer bertambah, 3. Terbentuknya LKPHJ (LKF level sekunder/pusat) 4. Meningkatnya Kemampuan TRAH INKA dalam memasarkan produk & komoditas yang dihasilkan komunitas desa hutan di Jawa
8	<b>Yayasan Masyarakat Nusa Tenggara (SAMANTA)</b>  <a href="http://samantafoundation.org/">http://samantafoundation.org/</a>	- Facilitation of policy dialogues for sustainable natural resource management in Nusa Tenggara - Resource mobilization - Program development and capacity building	Partnership Program to support policy reform in forestry, institutional strengthening and improvement of people's welfare in Nusatenggara
8.1	SAMAWA CENTRE BTN Bukit Permai Blok BB No. 32 Kelurahan Seketeng SBW Besar NTB	Facilitating Community /agreements in HTR areas in Kabupaten Sumbawa NTB	Periode I 2007-2008 <ul style="list-style-type: none"> <li>Adanya nota kerjasama/kesepakatan bersama antara pemerintah dan kelompok masyarakat dalam pelaksanaan HTR. Nota ini dapat berupa IUPHHK – HTR maupun kesepakatan lainnya yang mengikat. Misalnya sharing kontribusi antara pemerintah dan masyarakat dalam rangka rehabilitasi hutan.</li> <li>Adanya kegiatan rehabilitasi hutan dengan luasan tertentu oleh masyarakat melalui Program Hutan Tanaman Rakyat (HTR).</li> </ul> Adanya perangkat aturan (regulasi) oleh pemerintah daerah sebagai panduan (guidlines) bagi parapihak dalam implementasi HTR.  Periode II 2008-2009 <ul style="list-style-type: none"> <li>Adanya IUPHHK-HTR yang dikeluarkan oleh Bupati</li> <li>Usulan permohonan pencadangan area kepada Menhut, disertai</li> </ul>

	Organization	Specific Expertise	Contribution to FGP
			<p>dokumen-dokumen pendukung :</p> <ul style="list-style-type: none"> <li>• Terbentuknya kelembagaan masyarakat dalam mengelola HTR;</li> <li>• Adanya alokasi anggaran untuk pengembangan HTR dalam dokumen RAPBD</li> </ul>
8.2	<p>ICCON            Jl. Ade Irma Suryani II No. 30 A            Walikota Baru Kupang NTB</p>	<p>Development of an Information Centre in East and West Nusa Tenggara</p>	<ul style="list-style-type: none"> <li>• Berkembangnya Pusat Informasi dan Komunikasi Nusa Tenggara -- ICCON: Information and Communication Centre on Nusa Tenggara.</li> <li>• Meningkatnya pengalaman mitra yang didokumentasikan dan didesiminasikan kepada pihak lain.</li> <li>• Meningkatnya intensitas dan ragam kampanye advokasi untuk mendorong terciptanya kondisi yang mendukung perubahan kebijakan yang berpihak pada masyarakat miskin dan pelestarian hutan.</li> </ul>
8.3	<p>Kehutanan Multipihak (TKM) Sumbawa            Jl. Osap Sima No. 20 Uma Sima Sumbawa Besar NTB</p>	<p>Kabupaten Sumbawa NTB</p>	<p>Periode I 2007-2008</p> <ul style="list-style-type: none"> <li>• Menguatnya dukungan politik publik, eksekutif dan legeslatif terhadap demokratisasi pengelolaan SDH di Kabupaten Sumbawa.</li> <li>• Menguatnya organisasi TKM dalam rangka melakukan advokasi, konsolidasi, sinergi, koordinasi, dokumentasi dan publikasi kebijakan yang ada.</li> <li>• Lahirnya operasionalisasi kebijakan, dan meningkatnya porsi anggaran pemda dalam menunjang program pengelolaan dan penyelamatan hutan di Sumbawa.</li> </ul> <p>Meningkatnya kesadaran para pihak tentang pentingnya pengelolaan SDH</p> <p>Periode II 2008-2009</p> <ul style="list-style-type: none"> <li>• Dipahaminya kebijakan Hkm oleh para pihak di 3 lokasi/kecamatan, minimal 35 orang tiap lokasinya.</li> <li>• Adanya rumusan konsep sebagai pedoman standar prefikasi bagi kelayakan pengelolaan program Hkm di kabupaten Sumbawa.</li> <li>• Adanya kesepakatan bersama tentang PerBup Prepikasi Hkm dari Draff yang dihasilkan bersama</li> </ul>
8.4	<p>Kehutanan Multipihak (TKM) Sumbawa</p>	<p>Kabupaten Sumbawa NTB</p>	<p>Periode I 2007-2008</p> <ul style="list-style-type: none"> <li>• Menguatnya dukungan politik</li> </ul>

	Organization	Specific Expertise	Contribution to FGP
	Jl. Osap Sima No. 20 Uma Sima Sumbawa Besar NTB		<p>publik, eksekutif dan legeslatif terhadap demokratisasi pengelolaan SDH di Kabupaten Sumbawa.</p> <ul style="list-style-type: none"> <li>• Menguatnya organisasi TKM dalam rangka melakukan advokasi, konsolidasi, sinergi, koordinasi, dokumentasi dan publikasi kebijakan yang ada.</li> <li>• Lahirnya operasionalisasi kebijakan, dan meningkatnya porsi anggaran pemda dalam menunjang program pengelolaan dan penyelamatan hutan di Sumbawa.</li> </ul> <p>Meningkatnya kesadaran para pihak tentang pentingnya pengelolaan SDH Periode II 2008-2009</p> <ul style="list-style-type: none"> <li>• Dipahaminya kebijakan Hkm oleh para pihak di 3 lokasi/kecamatan, minimal 35 orang tiap lokasinya.</li> <li>• Adanya rumusan konsep sebagai pedoman standar prefikasi bagi kelayakan pengelolaan program Hkm di kabupaten Sumbawa.</li> <li>• Adanya kesepakatan bersama tentang PerBup Prepikasi Hkm dari Draff yang dihasilkan bersama</li> </ul>
8.5	Dinas Kehutanan Lombok Barat Jl. Soekarno Hatta, Giri Menang-Gerung NTB	Facilitating multi stakeholder efforts for HKM in Kabupaten Lombok Barat NTB	<ul style="list-style-type: none"> <li>• Teridentifikasinya calon-calon areal HKM di Kabupaten Lombok Barat</li> <li>• Meningkatnya kapasitas kelembagaan masyarakat sekitar hutan dalam pengelolaan Hkm</li> <li>• Adanya Peraturan Bupati tentang prosedur dan tata cara perizinan HKM di Kabupaten Lombok Barat</li> </ul>
8.6	YKPR (Yayasan Kerja Permukiman Rakyat), Jl. Amir Hamzah No. 96 Y Mataram 83121	Policy Development in forest management in Lombok Barat NTB	<ul style="list-style-type: none"> <li>• Adanya Perda Hutan Adat dan HKM difinitif di Lombok Barat</li> <li>• Terbangunnya sinergi multi pihak</li> <li>• Terbangunnya dukungan terhadap perogram pengelolaan hutan dari swasta, publik dan pemerintah</li> </ul>
8.7	YPMP YAYASAN PEMBERDAYAAN MASYARAKAT PEDESAAN Jln.Raya Tanjung-Bayan Desa Anyar Kecamatan Bayan Lombok Utara	Forest Product development facilitation:Kecamatan Bayan Lombok Utara NTB	<ul style="list-style-type: none"> <li>• Teridentifikasinya Potensi Hasil Hutan Kayu dan Non Kayu</li> <li>• Teridentifikasinya Potensi Pelaku Kelola , Pelaku Usaha dan Pelaku Kelembagaan Kawasan Hutan di Kec. Bayan</li> </ul>
8.8	KAULA Kelompok Kerja Kawasan Utara Lombok Tengah Jl. Swaramahardika Komp. P3SA No. 6 Pav. Lt.II Mataram	Community organizing and capacity building in Kaula+B47 Kawasan Lombok Tengah bagian utara	<ul style="list-style-type: none"> <li>• Menguat dan berfungsinya organisasi rakyat yang ada di KAULA+B47</li> <li>• Terjadinya peningkatan kapasitas dan kapabilitas kader - kader dan stakeholder lokal</li> </ul>

	Organization	Specific Expertise	Contribution to FGP
			<ul style="list-style-type: none"> <li>• Terjadinya kolaborasi yang sinergis antar stakeholder dalam pengelolaan</li> </ul>
8.9	YPPS LARANTUKA (Melky) Lorong Panti Asuhan Pelangi Kelurahan Waibalun, Larantuka, Flores Timur, NTT	Development of Farm and forestry management schools in Facilitating Flores Timur NTT	<ul style="list-style-type: none"> <li>• Terorganisir steering commite untuk merancang sekolah rakyat PHBM</li> <li>• SC mampu meng-organisir studi dan desain sekolah rakyat PHBM</li> <li>• Teridentifikasinya potensi dan problem kehuta-nan di Flores Timur</li> <li>• Terorga-nisir ke-kuatan dan kele-mahan komuni-tas dalam PHBM</li> </ul>
	LAP TIMORIS Jl. Fatutuan RT 03/Rw 06 Kel. Liliba, Kec. Oebobo, Kota Kupang, NTT	Lembaga Advokasi dan Penelitian in Kabupaten Lembata NTT	<ul style="list-style-type: none"> <li>• Aparatur pemerintah desa dan masyarakat (didalam dan sekitar hutan) memahami PP 6 Thn 2007</li> <li>• Aparatur pemerintah desa dan masyarakat (didalam dan sekitar hutan) dapat menyusun rencana kerja pengelolaan hutan lestari</li> <li>• Adanya dukungan dari pemerintah daerah dan DPRD Lembata bagi kepastian atas wilayah kelola masyarakat dalam kawasan hutan</li> </ul>
8.10	YTNS (Yayasan Tananua Sumba) Jl. H.R. Horro -Matawai – Waingapu P.O. Box 103, Waingapu 87101	Facilitating local community participation in Laiwangi Wangameti National Park, Sumba Timur NTT	<p>Periode I 2007-2008</p> <ul style="list-style-type: none"> <li>• Ada hak pengelolaan pada masyarakat di 16 kawasan TN-LW</li> <li>• Ada model kesepakatan yang disepakati oleh masyarakat dan pihak pengelola TN-LW dalam upaya pengelolaan SDA .</li> <li>• Ada institusi yang kuat di sekitar kawasan Taman Nasional sebagai wadah partisipasi masyarakat dalam memperjuangkan hak pengelolaan SDA.dan peningkatan ekonomi masyarakat</li> </ul> <p>Ada kebijakan yang diterima oleh semua pihak melalui mekanisme perundingan antara pengelola TN-LW dan masyarakat</p> <p>Periode II 2009-2010</p> <ul style="list-style-type: none"> <li>• Terbitnya IUPHKm Kawasan Hutan Kapohak Penang.</li> <li>• Kelompok memiliki rencana pengelolaan HKm berupa rencana umum dan rencana operasional</li> </ul>
8.11	KOPPESDA (Lembaga Koordinasi Pengkajian dan Pengelolaan Sumberdaya Alam) Jl. Piere Tendean No. 1 Waingapu - Sumba Timur – NTT	Research and Development capacity building for National Park focus on Desa Wanggameti Sumba Timur	<ul style="list-style-type: none"> <li>• Teridentifikasinya obyek-obyek wisata potensial desa Wanggameti (flora, fauna, alam) yang bisa mendukung kegiatan pariwisata dan terdokumentasi dengan baik.</li> </ul>



	Organization	Specific Expertise	Contribution to FGP
			<ul style="list-style-type: none"> <li>• Adanya kegiatan Ekowisata yang dikelola oleh masyarakat (KMPH) dan mampu diakses oleh wisatawan baik nasional maupun internasional dengan harapan kegiatan Ekowisata di desa Wanggameti merupakan Model bagi desa-desa lainnya di sekitar kawasan.</li> <li>• Adanya peningkatan kegiatan konservasi yang berkaitan langsung dengan ekowista.</li> <li>• Adanya peningkatan ekonomi masyarakat umum lewat kegiatan ekowisata dan peningkatan ekonomi masyarakat kategori miskin lewat pengembangan tanaman kentang.</li> </ul>
8.12	Walhi - NTB Jl. Halmahera No. 49 Rembiga Mataram NTB	Support for local opportunities in Forestry Management NTB	<ul style="list-style-type: none"> <li>• Tersosialisasikannya PP No. 6/2007 dan rencana pencadangan areal kerja HKM dan HTR di NTB di kalangan NGO/CSO</li> <li>• Adanya komitmen politik dari pemerintah daerah dalam menetapkan pencadangan areal untuk HKM dan HTR di NTB</li> <li>• Ditetapkannya pencadangan areal untuk HKM dan HTR oleh pemerintah daerah</li> </ul>
8.13	LHS (LOMBOK HERITAGE SOCIETY) Jl. Pejanggih No. 60 A Pajang - Mataram	Facilitating local village and schools for forestry management in Lombok Barat dan Lombok Timur NTB	Grand Planning Program Peningkatan Strategi Masyarakat Melalui Banjar dan Sekolah Dalam Pengelolaan Lingkungan Hutan
8.14	KAUKUS Perempuan Jl. Swaramahardika Komp. P3SA No. 6 Pav. Lt.II Mataram	Development of critical awareness of role of women in forestry development, Lombok NTB	<ul style="list-style-type: none"> <li>• Adanya kesadaran kritis masyarakat (marginal, perempuan dan anak) &amp; peningkatan peran dalam pengelolaan SDH berperspektif gender.</li> <li>• Terinternalisasinya model pengelolaan SDH yang berperspektif gender ke dalam proses perencanaan pembangunan dengan melibatkan multipihak</li> <li>• Terciptanya kesadaran masyarakat dalam pengelolaan SDH</li> </ul>
8.15	Koslata Jl. Surabaya No. 36 BTN Taman Baru Mataram NTB	Policy Development and research for community forestry; awareness and capacity building for community ; organizing HKM group in Lombok Barat NTB	<p>Periode 1 2007-2008</p> <ul style="list-style-type: none"> <li>▪ Adanya dukungan dari Eksekutif, terutama Dinas Kehutanan dan Perkebunan dan Bagian Hukum</li> </ul>

	Organization	Specific Expertise	Contribution to FGP
			<p>Setda Lombok Barat untuk terlibat dalam proses pengawalan penjadwalan Raperda dalam agenda sidang DPRD.</p> <ul style="list-style-type: none"> <li>▪ Adanya dukungan politik dari sejumlah anggota DPRD Lombok Barat untuk mengagendakan Raperda dalam agenda sidang pembahasan Perda.</li> </ul> <p>Raperda pengakuan masyarakat adat di Lombok Barat ditetapkan dalam jadwal agenda sidang DPRD</p> <p>Periode II 2008-2009</p> <ul style="list-style-type: none"> <li>• Meningkatnya pengetahuan dan kesadaran anggota masyarakat adat yang tergabung dalam organisasi kelompok HKM mengenai pentingnya pengelolaan hutan secara berkelanjutan</li> <li>• Terbentuknya organisasi kelompok HKM di Bentek dan Jenggala yang kuat dan solid</li> <li>• Meningkatnya kemampuan 60 ketua kelompok HKM Jenggala dan Bentek dalam mengorganisir anggotanya, menyusun rencana kerja pemanfaatan HKM dan melaksanakan budidaya hutan</li> </ul> <p>Terpenuhinya persyaratan lokasi HKM di Bentek seluas 300 Ha dan Jenggala seluas 700 Ha.</p> <p>Periode III 2009-2010</p> <ul style="list-style-type: none"> <li>• Adanya usulan pencadangan areal HKM dari Bupati ke Menteri Kehutanan.</li> <li>• Meningkatnya kemampuan Pengurus KTH Meleko Bangkit dalam penyusunan rencana umum, rencana operasional, laporan kegiatan dan laporan keuangan.</li> <li>• Terbentuknya kelompok usaha perempuan di KTH Meleko Bangkit.</li> </ul>
8.14	Konsepsi (Konsorsium untuk Study dan Pengembangan Partisipasi) Jl. Bung Hatta No. 27 Mataram NTB	Policy Research and development for community participation in Lombok Barat & Lombok Tengah NTB	<p>Periode I 2007-2008</p> <ul style="list-style-type: none"> <li>• Adanya proses dan mekanisme perumusan kebijakan kehutanan daerah dan implementasinya yang berbasis partisipasi masyarakat</li> </ul>

	Organization	Specific Expertise	Contribution to FGP
			<ul style="list-style-type: none"> <li>• Peningkatan kapasitas kelembagaan masyarakat menuju skema pengelolaan kawasan hutan (HKm) yang lestari dan berkelanjutan.</li> </ul> <p>Adanya pengembangan model pengelolaan kawasan hutan (HKm) yang disusun oleh masyarakat dan pemangku kepentingan lainnya.</p> <p>Periode II 2008-2009</p> <ul style="list-style-type: none"> <li>• Meningkatnya kapasitas kelompok masyarakat pemegang ijin pengelolaan kawasan HKm dalam merencanakan, melaksanakan dan mengevaluasi kegiatan yang dilakukan</li> <li>• Tersusunnya rencana pengelolaan HKm di tingkat Blok HKm</li> <li>• Adanya Ijin Pengelolaan</li> <li>• Adanya Model Kelembagaan Ekonomi Kawasan berbasis CBFM</li> <li>• Adanya rencana pengembangan usaha</li> <li>• Adanya rencana umum dan rencana operasional calon pemegang hak kelola HKm</li> <li>• Adanya proposal usulan pencadangan areal/ijin HKm</li> </ul>
8.15	Komplas (Koalisi Masyarakat Penyelamat Lingkungan Alam Desa Rhee Loka Kecamatan Rhee Kabupaten Sumbawa NTB	Technical agroforestry Capacity building for community Kecamatan Rhee	<p>Periode I 2007-2008</p> <ul style="list-style-type: none"> <li>• Adanya peningkatan pengetahuan dan ketrampilan bagi anggota kelompok mitra.</li> <li>• Ada lahan kritis yang telah direhabilitasi oleh kelompok mitra.</li> <li>• Berkembangnya usaha Bank Bibit Desa dilokasi program maupun diluar lokasi program.</li> <li>• Adanya ketersediaan bibit untuk usaha rehabilitasi oleh kelompok mitara, maupun untuk kebutuhan pasar.</li> <li>• Berkembangnya anggota koalisi dalam gerakan penyelamatan dan pelestarian hutan.</li> </ul> <p>Adanya tambahan pendapatan kelompok maupun anggota kelompok dari usaha konservasi lahan</p> <p>Periode II 2008-2009</p> <ul style="list-style-type: none"> <li>• Meluasnya volume Rehabilitasi lahan dan hutan oleh masyarakat di kab. Sumbawa.</li> </ul>

	Organization	Specific Expertise	Contribution to FGP
			<ul style="list-style-type: none"> <li>Berkembangnya anggota koalisi dalam gerakan penyelamatan dan pelestarian hutan</li> </ul>
8.16	<p>Transform Jl. Merdeka Raya Nomor 37 Pageangan Mataram</p>	<p>Assisting in strategies for poverty alleviation in Kabupaten Sumbawa NTB</p>	<p>Periode I 2007-2008</p> <ul style="list-style-type: none"> <li>Draft Rumusan Strategi Penanggulangan Kemiskinan (SPKD) mengenai masyarakat di sekitar kawasan hutan</li> </ul> <p>SPKD yang di terima/disyahkan melalui SK Bupati</p> <p>Periode II 2008-2009</p> <ul style="list-style-type: none"> <li>Adanya kesepahaman dan kesepkatan para pihak dalam membangun hubungan dan pendampingan kepada kelompok agar pengelolaan HKm dapat berjalan lebih baik</li> </ul> <p>Tertatanya lahan dan sistem pengelolaan lahan oleh kelompok lebih berdaya guna dan memiliki legalitas hukum.</p> <p>Periode III 2009-2010</p> <ul style="list-style-type: none"> <li>Terbitnya Keputusan Bupati Lombok Tengah Tentang IUPHKm kepada kelompok tani HKm Desa Aik Berik dan Desa Setiling.</li> <li>Adanya dokumen rencana umum pengelolaan HKm selama 35 tahun pada masing-masing pemegang IUPHKm</li> <li>Adanya rekomendasi perbaikan pedoman verifikasi dan penyusunan Peraturan Bupati Lombok Tengah</li> </ul>
8.17	<p>Serbio Jln. Raya Watujaji – Jerebu'u ( Km 03 ) Langa, Desa Beja, Kecamatan Bajawa, Kab. Ngada. Telp. ( 0384 ) 2223309, e-mail : paserbio@yahoo.co.id</p>	<p>Facilitating local community organizations for HKM Kabupaten Ngada NTT</p>	<ul style="list-style-type: none"> <li>Terlaksananya Kegiatan Verifikasi Usulan Masyarakat oleh Tim Verifikasi Kabupaten</li> <li>Petani pengelola dan Institusinya siap untuk proses verifikasi dan mandiri dalam pengelolaan HKm</li> <li>Kelompok calon Pengelola HKm mampu melakukan MONEV dan Pelaporan</li> <li>Adanya Dokumen Usulan Pencadangan Area Kerja dari Bupati Ngada ke Menhut</li> </ul>
8.18	<p>SDM Kupang Jl. Bajawa, Depan</p>	<p>Facilitating local community organizations</p>	<p>Periode I 2008-2009</p>

	Organization	Specific Expertise	Contribution to FGP
	SMKN IV – Oepoi, Kota Kupang Telpon: 0380 – 826681; HP: 081237987840 Email: <a href="mailto:sdmkoe@telkom.net">sdmkoe@telkom.net</a>	for HKM in Kabupaten TTS NTT	<ul style="list-style-type: none"> <li>• Teridentifikasinya calon area kerja dan kelompok pengelola HKM di kawasan hutan Kaniti</li> <li>• Terbangunnya pemahaman bersama masyarakat di kawasan hutan Kaniti tentang konsep dan kebijakan pengelolaan HKM</li> <li>• Terkumpulnya data dasar tentang kondisi sosek dan biofisik kawasan hutan Kaniti</li> <li>• Terbentuknya lembaga-lembaga/kelompok masyarakat yang siap untuk mengelola HKM</li> <li>• Adanya sketsa dan rancangan kerja HKM di kawasan hutan Kaniti</li> <li>• Adanya dukungan parapihak dalam pengembangan HKM di kawasan hutan Kaniti</li> </ul> <p>Adanya penetapan area kerja HKM oleh menteri kehutanan Periode II 2009-2010</p> <ul style="list-style-type: none"> <li>• Adanya SK penetapan area kerja HKM di kawasan hutan Kaniti dari Menhut</li> <li>• Meningkatnya kapasitas individu dan kelembagaan kelompok dalam mengelola kawasan hutan</li> <li>• Adanya dukungan kebijakan dan anggaran dari parapihak di tingkat kabupaten TTS dan Propinsi NTT dalam mendukung pengembangan HKM di TTS.</li> <li>• Tersedianya dokumen kelengkapan administrasi kelompok calon pengelola HKM</li> </ul>
8.19	Gema Alam Jl. Pejanggih No 64 Pancor Lombok Timur	Facilitating local community organizations for Lombok Timur NTB	<p>Periode I 2008-2009</p> <ul style="list-style-type: none"> <li>• Persiapan Usulan Pencadangan Area Kerja HKM</li> </ul> <p>Fasilitasi Proses Pengajuan Pencadangan Area Kerja HKM Periode II 2009-2010</p> <ul style="list-style-type: none"> <li>• Adanya kejelasan lokasi area kerja IUPHKM Sambelia seluas 420 hektar.</li> <li>• Adanya hasil verifikasi area kerja HKM Sapit seluas 454,50 hektar.</li> <li>• Tersusunnya Rencana Tata Batas, RU &amp; RO pengelolaan HKM Sambelia dan Sapit.</li> <li>• Adanya kesiapan kapasitas</li> </ul>

	Organization	Specific Expertise	Contribution to FGP
			kelembagaan masyarakat dalam pengelolaan HKm.
9	<b>SulawesiCommunity Foundation (SCF)</b>  <a href="http://sulawesifoundation.org/">http://sulawesifoundation.org/</a>	<ul style="list-style-type: none"> <li>- Capacity building in natural resources management</li> <li>- Community and information sharing facilitation</li> <li>- Facilitation and accommodation for gender equality and the inclusion of marginal groups</li> <li>- Small, local, business enterprise development and facilitation of access to fair trade for local community products.</li> <li>- Fund raising and management</li> </ul>	Encouraging improvement in forest resource management to increase community empowerment, sustainability of natural resources and environment in Sulawesi.
	Jaringan Untuk Hutan Sulawesi Tenggara (JAUH)	Terlampir* fasilitating 20 farmers groups within Production Forests, in 20 villages reaching 3,246 heads of households in 6 Sub Districts of Konawe Selatan	Program Tahun 2007/2008 dan kemudian dilanjutkan pada tahun 2008/2009 melalui program "Mendorong Implementasi Pengelolaan Hutan Negara Oleh Masyarakat Melalui Program Hutan Tanaman Rakyat (HTR) Kabupaten Konawe Selatan"  dilanjutkan pada Tahun 2009/2010
	Konsorsium Ekologi Dan Ekonomi Kerakyatan (KEKER)	Areas outside of forest zone, in Settlements of Kelurahan Kumelembuai, Rurukan dan Rurukan I Kec. Tomohon Timur Kota Tomohon, 3 villages, 5 farmers groups reaching 206 heads of households	Program Tahun 2007/2008 terbentuk kelembagaan ekonomi berupa koperasi di kel Kumelembuai) kemudian dilanjutkan pada program tahun 2008/2009 untuk replikasi kelembagaan ekonomi pada 2 kelurahan lainnya (rurukan dan rurukan I) melalui program "Pengembangan Model Lembaga Ekonomi Kerakyatan Untuk Pelestarian Lingkungan Pedesaan Di DAS Tondano"
	Kelompok Kerja Inisiatif Pemberdayaan (KKIP)	Desa Bualemo Kecamatan Kwandang Kabupaten Gorontalo Utara, facilitating co management of production forests, reaching up to 289 heads of households	14 kelompok Tani Masyarakat  1 Kelompok Credit Union  Program Tahun 2007/2008 yang kemudian dilanjutkan pada tahun 2008/2009 melalui program "Advokasi Kepastian Hak Kelola Masyarakat Dalam Pengelolaan Hutan Di Desa Bualemo Kec. Kwandang Kab. Gorontalo Utara"  *( Kelompok tani di hilir DAS Posso) luas areal sawah petani hilir 310 ha (277 ha irigasi teknis, 33 ha nonteknis pemilik lahan 193 org dgn jumlah

	Organization	Specific Expertise	Contribution to FGP
			penggarap 583 orang) dilanjutkan pada Tahun 2009/2010
	Komisi Daerah Social Forestry (KOMDA SF)	Facilitating Social Forestry Management, in both Forest and non Forest zones, Kab. Buton, Konawe Selatan, dan Kendari Provinsi Sulawesi Tenggara	Program "Penguatan Gerakan PSDHBM Di Sulawesi Tenggara"  Tidak Secara langsung mendampingi masyarakat namun pada upaya peningkatan kapasitas para pihak di 3 kabupaten untuk menguatkan gerakan PSDHBM di Sulawesi Tenggara.  Tahun 2008/2009 melalui Program "Mengembangkan jaringan PSDHBM Melalui Skema Kolaborasi di Sulawesi Tenggara"
	Koalisi Ornop Sulsel Untuk Hutan (KONSTAN)	Facilitating communication and information on forest area management in Wilayah Sulawesi	Program "Pengembangan Unit kerja layanan Informasi PSDA Sulawesi"
	Kelompok Pelayanan Bermutu Bulukumba (KPB)	Social Forestry Policy development in forest and non forest zones in Kabupaten Bulukumba provinsi Sulawesi Selatan in 16 villages, impacting 11,436 households	Program "Penguatan dan Pengembangan lokasi pengelolaan hutan berbasis masyarakat melalui peraturan daerah"  **Jumlah Desa Yang berbatasan dengan kawasan hutan  ***jumlah KK di Desa Sekitar Hutan
		Facilitating Desa Anrang, Bonto Manai dan Bulolohe Kec. Rilau Ale, Desa Bukit Harapan, Bukit Tinggi, Bonto Nyeleng Kec Gantarang  Desa Kindang, Borong Rappoa, Orogading dan Tamaona Kec. Kindang	Tahun 2008/2009 Program "Penguatan Kelembagaan Kelompok Tani Hutan Anrang Dalam Pengelolaan Hutan Lestari Berbasis Masyarakat Melalui Skema HKM"  dilanjutkan pada Tahun 2009/2010
	Lembaga Pengembangan Masyarakat Pesisir dan Pedalaman (LePMIL)	Facilitating resolution of conflict in Tahura, for 13 villages affecting 959 households	
	Jaringan Masyarakat Pelestarian Sumber Daya Alam (JAMASSDA)	Working side by side with Lepmil, for yr 2007/2008	Prog tahun 2008/2009 Menindak lanjuti program tahun 2007/2008 yang dilaksanakan oleh LePMIL  dilanjutkan pada Tahun 2009/2010 yang dilaksanakan oleh LEPMIL
	Lembaga Suaka Alam Indonesia (ELSAIN)	Facilitating co management of production forests in Kec. Sampolawa dan Batauga in 17 villages for 17 farmer groups impacting 320 households	Program Tahun 2008/2009  *Anggota Klpk Pada saat Pembentukan

	Organization	Specific Expertise	Contribution to FGP
	Yayasan Persekutuan Perempuan Kampung (YPPK)	*Kelompok Perempuan	Program 2008/2009 Working with 15 groups in 4 villages in Lembang Nanggala dan Nanggala Sangpiak Kec. Nanggala, Lembang Simbuang Kec. Mengkendek dan Lembang Madandan kec. Rantetayo, Kab Tana Toraja Prov. Sulawesi Selatan, impacting 300 households; area is production, protection and private Hutan Rakyat forests
	Cinta Desa Lestari (CIDES)	Facilitating 6 villages, 9 farmers groups, affecting 113 households in Desa Amoito Siana, Desa Amoito, Desa Rambu-Rambu Jaya, Desa Ambaipua, Desa Sindang Kasih dan Desa Jati Bali, Kecamatan Ranomeeto dan Ranomeeto Barat Kabupaten Konawe Selatan Provinsi Sulawesi Tenggara	Program Tahun 2008/2009 dilanjutkan pada Tahun 2009/2010
	Perkumpulan Karsa	Working in Production and Protection forests, in 7 villages with 35 farmers groups affecting 910 households in Desa Mapahi, Basanu, Mamu, Kalamanta dan Peana. Kec. Pipikoro Kab. Donggala Prov Sulawesi Tengah	Program Tahun 2008/2009 dilanjutkan pada Tahun 2009/2010
	Yayasan Jambata	Facilitating co management of Protection Forest in Desa Namo Kec. Kulawi Kab Sigi prov Sulawesi Tengah, district wide promotion, to 3328 households	Terlibat langsung dalam kegiatan-kegiatan berupa sosialisasi dan lokakarya  *Jumlah Penduduk Desa Namo  Mitra baru Pada Program 2009/2010
	JAPTAN-LAPAK	Facilitating 24 village-kelurahan di Kab. Kolaka, in production forest management, with 24 villages, impacting 1,077 households	Daftar Desa Terlampir*  Mitra baru Pada Program 2009/2010
10	<b>Sumatra Sustainable Support (SSS)</b>  <a href="http://www.sss.or.id/">http://www.sss.or.id/</a>	<ul style="list-style-type: none"> <li>- Facilitation and accommodation for sustainable natural resource management by local communities</li> <li>- Facilitation of policy dialogue</li> <li>- Fund raising and management</li> <li>- Capacity building for community development</li> </ul>	Efforts for increased capacity and opportunities for local communities to achieve independent, just and sustainable forest resource management in Sumatra
	Wadah Rembug Tani Hutan (WAREMTAHU)	Jl. Kebun Tebu No.200 Margalaksana II, Kelurahan Tugusari Kecamatan Sumberjaya. Kabupaten Lampung Barat.  E-mail : waremtahu_sumberjaya@yahoo.co.id	Desa : Tribudi Syukur, Tambak Jaya, Gunung Terang, Tugu Sari, Simpang Sari.  Kec : Way Tenong, Sumber Jaya.  Kab : Lampung Barat



	Organization	Specific Expertise	Contribution to FGP
	Yayasan Keluarga Mandiri Pedesaan (YKMP)	Jl. Muhajirin II Rt.01 Lingkungan 1 Kelurahan Inderalaya Indah  Kecamatan Inderalaya Kabupaten Ogan Ilir, Propinsi Sumatera Selatan  Telp/Fax. 0711-580403,  e-mail : <a href="mailto:ykmp_plg@yahoo.com">ykmp_plg@yahoo.com</a>	Desa Ulak Segelung, Desa Sungai Rambutan.  Kab. Ogan Ilir, Sumsel
	Yayasan Gita Buana (YGB)	Jl. Pattimura Lrg Ibrahim No.109 RT 22/ RW 06, Kel. Simpang Rawasari  Kecamatan Kota Baru – Jambi 36125  Telp/Fax. 0741-667560  E-mail : <a href="mailto:ygb@indonet.co.id">ygb@indonet.co.id</a>	Desa Lamban Sigatal, Kec.Pauh, Kabupaten Sarolangun, Jambi
	Perkumpulan Anti Illegal Institute (AILInst)	Jl. Depati Unus No. 30 RT. 11  Kel. Pematang Sulur  Kec. Telanaipura Jambi 36124  Telp./Fax. 0741 – 65988 E-mail : <a href="mailto:kantor_ailinst@yahoo.com">kantor_ailinst@yahoo.com</a>	Desa Batu Kerbau, Kec. Pelepat, Kab.Bungo, Jambi
	Kelompok Swadaya Masyarakat Dahlia (KSM DAHLIA)	Desa Lubuk Beringin, Kec. Batin III Ulu, Kab. Bungo, Jambi	Desa Lubuk Beringin, Kec. Batin III Ulu, Kab. Bungo, Jambi
	Pusat Studi Hukum dan Kebijakan Otonomi Daerah (PSHK-ODA)	<a href="mailto:pshk_oda@indo.net.id">Jl. Kaca Piring RT. 30/10 No. 09 Kel. Simpang IV Kec. Telanaipura Kota Jambi- Indonesia</a> e-mail: <a href="mailto:pshk_oda@indo.net.id">pshk_oda@indo.net.id</a> Telp/Fax (0741) 66098	Kab. Sarolangun dan Kab. Bungo, (Jambi)
	Yayasan Mitra Bentala	<a href="mailto:Yayasan Mitra Bentala">Jl. Kh. Ahmad Dahlan No. 33 Pahoman Bandar Lampung 35312</a>	Pulau Pahawang. Kec. Punduh Pidada dan Padang Cermin Kab. Pesawaran Prop. Lampung
	Wahana Bumi Hijau (WBH)	<a href="mailto:Wahana Bumi Hijau">Jl. Cut Nyak Dien No.16 RT. 40/14 Ilir Barat II, Palembang, Sumatera Selatan, Indonesia 30144</a>	Kawasan Hutan Rawa Gambut Merang Kepahyang (HRGMK). Kabupaten MUBA Sumatera Selatan
	Riau Women Working Group	Alamat : Jl. Ahmad Dahlan No. 101. Pekanbaru-Riau Telp : 0761-7607285	Desa Gunung Sahilan dan Sahilan

	Organization	Specific Expertise	Contribution to FGP
	(RWWG)		Darussalam Kec. Gunung Sahilan Kabupaten Kampar
	Yayasan Konservasi Sumatera (YKS)	Jl. Ratu Agung I NO. 03 RT. RW Kelurahan Penurunan Kec. Ratu Samban – Kota Bengkulu 38223	Hutan Lindung R 5 Bukit Daun Kabupaten Rejang Lebong dan Kepahyang Bengkulu
	Perkumpulan PALAPA	Jl. Pendidikan No.601, kecamatan Simpang Empat kabupaten Karo P.O.Box.14/PALAPA, Berastagi- Sumatera Utara, 22156 Telp/Faks : 0628- 93554	Tahura Bukit Barisan. Kecamatan Barus Jahe Sumatera Utara.
	Yayasan Cakrawala	Jl. Sunan Kali Jaga RT 13 RW 04 No. 07 Kecamatan Kotabaru – Jambi	Eks HPH Silvagama Desa Mangunjayo Kabupaten Tebo, Jambi
	Kedai Hutan	Jl. H. Muchtar No.13 Gunung Sugih Kabupaten Lampung Tengah	Lampung Tengah - Lampung
	Yayasan AKAR	Jl. Sukajadi No 8 Rt 7 Penurunan Ratu Samban Kota Bengkulu 38223 Bengkulu Telp/Faks : 0736 24218	Hutan Lindung R.73 Desa Tanjung Bajak Kecamatan Rimbo Pengadang Kabupaten Lebong Propinsi Bengkulu
	KAMUKI, Manokwari	-	CF service provider
	Jasoil, Manokwari	-	Selain masyarakat dampingan, penerima manfaat lainnya dari Project ini yaitu ; Dinas Kehutanan; pemerintah distrik Senopi (kampung Afrawi, Senopi, Asiti) dan Mubrani (kampung Arfu, Bariambeker, Warsnembri
	Yamiko, Fakfak	-	• Menerima Hibah Kecil Penerima manfaat lainnya dari project ini yaitu: Pemda Fakfak (Dinas Kehutanan, Perikanan dan Pertanian), Pemerintah Distrik Kokas
	Gemapala, Fakfak	-	• Kelompok Usaha Mikro ini difak • Penerima manfaat lainnya dari project ini: Pemda Fakfak (Dinas Kehutanan & Perkebunan, , Badan Pengendalian & Pengelolaan Lingkungan/BPPLH, Dinas Pemberdayaan Perempuan, dan pemerintah Distrik Kokas), Sub KSDA Dep. Kehutanan Fakfak

	Organization	Specific Expertise	Contribution to FGP
	1. YAYASAN BINAKELOLA LINGKUNGAN (BIKAL)	Jl. Pelabuhan I No. 15 RT. 10 Kel. Tanjung laut Indah Kec. Bontang Selatan Kota Bontang Telp/ Faks: 0548-29985, E-mail: <a href="mailto:bikalbontang@gmail.com">bikalbontang@gmail.com</a> cp: SAPARUDDIN (0812 5516 062)	TAMAN NASIONAL KUTAI
	2. Wahana Lingkungan Hidup Kalimantan Timur (WALHI KALTIM)	Jl. Karya Baru, Komplek Perum YESCHAR II No. 11A, Samarinda 75123 Telp. 0541-768583. Email. <a href="mailto:kaltim@walhi.or.id">kaltim@walhi.or.id</a> / <a href="mailto:pilanjau@gmail.com">pilanjau@gmail.com</a> cp: ISAL WARDHANA (0813 4712 0807)	NUNUKAN
	3. Persatuan Masyarakat Adat (PeMA) PASER	Jl. Negara RT. 004 RW. 001 Dusun rangan Luar Desa Rangan, Kec. Kuaro, Kab. Paser -76281 cp: SYAHRUL M (0812 5825 708)	HUTAN LINDUNG GUNUNG LUMUT
	4. Koperasi Berbuat Bersama (KSU) - BERBUAT BERSAMA	Jl. Minyak No. 05 desa Sangkima Kutai Timur cp: HAMZAH (0812 5556 764)	TAMAN NASIONAL KUTAI
	5. Lembaga Pemberdayaan Masyarakat Adat (LPMA) Borneo Selatan	Komplek HKS N Permai No.28 RT.25 Blok 2A Banjarmasin Kalimantan Selatan 70125 Email: <a href="mailto:lpmaborneo@yahoo.co.id">lpmaborneo@yahoo.co.id</a> Phone: 0511 3306977 Faximile: 0511 3306977 Cp: JULIADE (08195183729)	HUTAN LINDUNG MERATUS
	6. Lembaga Kajian Pengelolaan Sumber Daya Alam (LKPSDA)	Jl. Veteran. Gang Hasasah No. 125 Kotabaru, Email : <a href="mailto:lkpsda@gmail.com">lkpsda@gmail.com</a> Cp M.N. ASIKIN NGILE (081344663537)	PULAU LAUT
	7. Yayasan Cakrawala Hijau Indonesia	Jl. Cokrokusumo samping kantor kelurahan Cempaka RT.03 Banjarbaru Kalimantan Selatan Telp. 0511-4774335 Email : <a href="mailto:ychi@ychi.org">ychi@ychi.org</a> ; <a href="mailto:koko@ychi.org">koko@ychi.org</a> ; Website/ Blog : <a href="http://www.ychi.org">www.ychi.org</a> Kontak person Dp JATMIKO : 088802735549 ; URIP : 0511 7456926	HUTAN LINDUNG MERATUS

## Annex 6. Quotes from Thought leaders

### On Vision and Mission

Misi ini berarti sangat penting karena dalam proses desentralisasi disektor kehutanan dan juga dimana isu perubahan iklim menjadi payung isu semua sector yang juga terkait dengan sector kehutanan (energy, pertanian, perkebunan,, pengembangan wilayah, dll) menjadi penting dan strategis. Baplan, Dephut

*This mission is very important because of the decentralization process in the forestry sector and also because climate change issues covers all the other sectors related to forestry (energy, agriculture, plantation, regional development, etc., thus become important and strategic.*

The overall mission is fine; in detail the difference between 'kehutanan' and 'berhutan' has to emerge in next-level text, as the way forest issues in Indonesia are framed is based on history and institutions, not necessarily the most effective way of dealing with governance of the role of trees in the landscape. Reconcile knowledge systems between local, public/policy and science-based analyses of the future of 'forest function' under current pressures, with the options we now have to change. Scientist, ICRAF

Maaf, dalam pandangan saya kedua mission statement ini rancu dan tidak comparable pola bahasanya. Keduanya terdengar ngambang. Bgm staff bisa memahaminya dan menjalankannya jika kalimatnya saja ngambang? Menjadi tandatanya juga mengapa 'menyalurkan dana' atau 'memfasilitasi peningkatan ketersediaan dana untuk organisasi akar rumput tidak muncul dalam misi PGR? Bukankah PGR memberikan banyak grant untuk organisasi local? Prof, Forestry Economics

*Sorry, in my view the mission statement is ambiguous and its language pattern difficult. It lacks grounding. How can staff understand and execute it? It gives way to questions like why 'channel funds' or 'facilitate the increased availability of funds' for grassroots organizations do not appear in the PGR mission? Did PGR not give a lot of grants to local organizations?*

mendukung organisasi lain harus menjadi misi PGR, (2) dapat dilakukan dengan tiga hal: bantuan pendanaan untuk program fasilitasi proses-proses multipihak, bantuan pengembangan kapasitas staff untuk menjadi fasilitator handal misalnya dengan training dan pendampingan on the spot, dan bantuan pembinaan kelembagaan melalui kemitraan dengan penyapihan bertahap. Prof, Forestry Economics

*Support of other organizations should be the PGR mission. It can be done in three ways: financial support for programs facilitating multi-stakeholder processes, staff capacity building assistance to become reliable facilitators, for example as providers for training and on-the-spot assistance, and development of steps for gradual weaning with partners.*

Misi terlalu luas dan kurang membumi utk situasi Indonesia. Berikan penjelasan yg clear akan misi dan program secara spesifik pada wilayah2 tertentu (sesuaikan kondisi wilayah) shg organisasi lain dapat mendukung dg cara yg tepat bukan hanya menebak-nebak. Forestry NGO facilitator

*The mission is too broad and appear less grounded to Indonesian situation. Give a clear explanation of mission and specific programs at certain regions (adjusted to the conditions of the region) hence allows for other organizations to appropriately support them, avoiding guess work.*

Cara terbaik untuk pencapaian misi adalah dengan mengenal dengan baik target mitra dan para pihak yang akan dilibatkan (identifikasi dan potret pelaku utama dan pendukung melalui analisis stakeholder), melakukan identifikasi isu dan menentukan prioritas isu pembangunan kehutanan sesuai dengan karakter wilayah, menyusun strategi pendekatan dalam mendorong proses multipihak secara sistematis dan konsisten (pendekatan bottom up dan top down), menentukan pemain2 utama dari para pihak yang komitmennya tinggi dan berpengaruh. Hal ini akan berjalan baik dengan proses fasilitasi yang elegant dan obyektif (tidak ada keberpihakan), namun genuine untuk kepentingan kemajuan bersama. Baplan in Papua

*The best way to attain the mission is to target well-known partners and stakeholders to be involved (through stakeholder analysis), to identify priority issues for forestry development based on character of the area, strategize approaches in encouraging multistakeholder process in a systematic and consistent manner (bottom-up approach and top down)...*

Pemahaman saya terhadap misi tersebut adalah, kemitraan multipihak menjadi prasyarat terciptanya tata pemerintahan kehutanan. Dan Jika tata pemerintahan kehutanan berjalan baik, maka akan berdampak pada perbaikan kehidupan masyarakat di desa dan berkurangnya deforestasi. Apakah ini tepat??? Saya kira bisa tepat dan tidak tepat dalam konteks wilayah tertentu. Itu sangat tergantung pada faktor-faktor apa yang menyebabkan bertambah atau berkurangnya deforestasi dan sumber daya utama apa –apakah sector kehutanan atau tidak-- yang berhubungan dengan kehidupan masyarakat sebuah desa. NGO and community development specialist, Sulawesi

*My understanding of this mission is a prerequisite to create partnerships multistakeholder forestry governance. And If forestry governance goes well, it will have an impact on improving people's lives in the village and reduced deforestation. Is this correct? I think it could be appropriate and not appropriate in the context of a particular region. It depends on what factors lead to increased or reduced deforestation and what the main resources-whether or not the forestry sector - related to people's lives...*

The logic of the common objective embedded in the mission statements is "prosperity (through improved village development) would lead to "reduced forest degradation", and at the end contribute to "reduced carbon emission". That is means creating prosperity is the key. Ade Cahyat, Poverty Assessment-NTFP-Facilitator

Mission tepat, tetapi kurang melibatkan pihak swasta dan pasar. Memberdayakan masyarakat dan mengarahkan kebijakan saja belum cukup, perlu menjembatani ke pasar, sehingga masyarakat bisa berdiri sendiri dan tidak tergantung dengan bantuan , dan bagi pemerintah untuk menyesuaikan kebijakan dengan dinamika yang ada. Business sector rep; Former PGR adviser

*Mission is right, but does not involve the private sector and the market. This empower communities and directs policy, need to bridge to the market, so that people can stand on their own and do not depend on assistance, and for the government to adjust existing policies with local dynamics.*

Misi ini menggambarkan komitmen PGR dalam membantu Kehutanan menerapkan proses pemerintahan yang baik dengan pola, kolaborasi/kemitraan dalam pengelolaan SDH, untuk meningkatkan kesejahteraan masyarakat, memperbaiki lingkungan dan mitigasi perubahan iklim. Provincial Forestry, NTB

*This mission illustrates the commitment of PGR in assisting the Forestry to implement good governance processes (with the patterns, collaboration / partnership in the management of forest resources) to improve the welfare of society, improve the environment and mitigate climate*

*change impacts.*

## **On Doing Philanthropy**

Saya hanya ingin mengatakan, filantropis harus memberi kepercayaan kepada mitra terutama di level masyarakat, namun sebelumnya tentu harus memberi penguatan yang cukup. NGO and community development specialist, Sulawesi

*I can only say that philanthropy must build confidence of communities, but must also build sufficient capacity..*

Kalau definisi filantropis seperti yang Anda sampaikan di atas ya aksi kuncinya sekedar menyumbang uang. Jika arena kontribusinya diperluas, ybs dapat berperan lebih aktif dalam proses-proses multistakeholders untuk perbaikan forest governance. Prof, Forestry Economics

*...if you expand your arena beyond philanthropic contributions, you can become an active player in multistakeholder processes for forest governance...*

The approach (philanthropy) must be driven to maximize/optimize local resources use (within the level of sustainability) for the maximal benefit of local society. All factors of production (natural resources, land, human capital, technology, and culture) must be optimally employed (again, within the level of sustainability). Therefore, in terms of professional who join the process, this group need expertise in economic development, ecology, as well as social. I believe the role of "expert facilitators" is fundamental for the success of this group, to attract commitment and create incentive for all stakeholders to join the process. NGO Facilitator: NTFP and Poverty assessments

PGR harus menyesuaikan diri, template 10 tahun yang lalu dan mengkopy UNDP sudah tidak cocok, harus berani fine tuning, customize bahkan mempropose pendekatan baru. Best practice dari Negara lain belum tentu sesuai, demokrasi jangan diambil mentah2 dari Barat tanpa memahami kondisi social budaya yang masih feodal. Dukungan PGR akan sangat berarti jika PGR tau apa yang diharapkan dengan intervensi nya, kapan, dengan resource dan dana yang bagaimana, dan dimulai dari mana. Tergadag PGR know where to start but do not know where to go, or when to stop. Business sector rep, former PGR adviser

*PGR should adapt itself...the template of 10 years ago taken after UNDP, is now inappropriate, must take courage to fine tune, customize, in fact find new approaches. Best practices from other nations are not necessarily appropriate...must understand socio cultural conditions... assistance will be very meaningful if it (PGR) is able to anticipate what is expected of its assistance, when, how, and what type of resources...*

Organisasi2 pemberi hibah yang mempunyai tujuan khusus untuk implementasi good governance dan mendukung upaya SFM. Organisasi ini harus didukung dengan staf yang mempunyai kapasitas yang baik dalam proses fasilitasi (good facilitators) dan mengerti dengan baik konteks wilayah bermain (isu nasional dan local dan juga tipologi wilayahnya) dimana kegiatan akan dilaksanakan. Organisasi tanpa hidden agenda atau menjadi kej. Baplan

*PGR is a grantmaking organization with a special purpose for good governance and support for sustainable forest management...it must have staff who are good facilitators of process, and understand context in the regions (national and local issues, and regional typologies), where activities are being implemented...organization that has no hidden agenda...*

Membangun kerjasama dengan lembaga filantropi lain yang mempunyai misi/kegiatan sejenis baik di tingkat lokal/nasional/internasional. NGO facilitator

*Must collaborate with other philanthropic organizations that have the same mission/activities at both local/national/international levels.*

### **On local community participation**

'Masyarakat' and 'kemitraan' are fine when seen next to 'government', but in practice issues of equity and gender may be masked by overemphasis of common agenda's. A language of 'collective action' is slightly less 'assuming' in this respect. Clarifying concepts and issues, thinking beyond the way they are currently boxed in government language and institutions, but being realistic on how change can happen. Scientist, ICRAF

Technical assistance kepada LSM dan masyarakat lokal sangat perlu. Hibah (tentu saja tergantung untuk apa hibah itu digunakan) juga sangat perlu. Namun tentu harus benar-benar dilihat aspek penting dan mendesaknya. Tidak perlu member hibah pada kegiatan yang bisa dibiayai sendiri oleh masyarakat. NGO and community devt facilitator

*Technical assistance for NGOs and communities is sorely needed. Grants (of course, largely depends on what it is for), is also needed. But must look at the urgent and important aspects of this. No need to give grants for activities that can be covered by communities themselves.*

LSM harus bisa fasilitasi masyarakat untuk memahami perubahan fisik hutan, penyebab-penyebabnya dan aksi yang penting yang dilakukan oleh masyarakat sendiri. Keberhasilan bisa diukur dari seberapa banyak aksi yang direncanakan sendiri oleh masyarakat dan karenanya bisa dilaksanakan sendiri. NGO and community devt facilitator, Sulawesi

*NGOs must be able to facilitate local communities to understand physical forest changes, underlying causes and important actions that they alone can do. Success can be measured by the amount of action, planned and implemented by communities themselves.*

Membangun kesadaran untuk menghentikan kegiatan yang merusak; membangun kegiatan ekonomi alternative; memfasilitasi pengembangan usaha bersama dengan sector formal; fasilitasi resolusi konflik. UTAMAKAN CONSERVATION BY PRODUCTION RATHER THAN BY DISTRACTION/DIVERSION. Prof in Forestry Economics

*Build understanding to stop activities that destroy; build economic alternatives; build entrepreneurships with formal sectors; facilitate conflict resolution. MAINSTREAM CONSERVATION BY PRODUCTION...*

Support must enable local stakeholders, no more exclusive movement! NGO services: as "expert facilitator" Measured through some key performance indicators such as level of participation, resources contributed by stakeholders, achievement from multistakeholder process. NGO facilitator:NTFP and poverty assessments

Penting karena para local actor inilah sekaligus sebagai mitra potensial didaerah dan merekalah (yang seharusnya) paling memahami permasalahan kepengurusan hutan dan lingkungan didaerahnya, sekaligus mereka juga adalah yang terkena dampak (positif dan negative) jika kegiatan ini berjalan. Proses pembelajaran juga menjadi penting antar aktor2 lokal ini, sehingga kapasitas kelola mereka akan meningkat. Bermitra dengan institusi yang berpengalaman dibidang ini juga penting untuk pendampingan pada tahap2 awal. Baplan

*Local actors know best the issues of forest governance and environment in their regions, they also experience the impacts (positive and negative) ... Lessons learning is very important among local actors, to improve their own co-management capacities. Need also to partner with experienced institutions to assist...*

Diharapkan agar organisasi ini bekerja mengajak pemerintah untuk melihat, mendengar, dan memahami aspirasi masyarakat, lalu mendampingi pemerintah untuk berbuat sesuatu yang memfasilitasi aspirasi masyarakat. Organisasi lain biasanya mengkonfrontasikan pemerintah dan masyarakat, sehingga yang terjadi adalah *peperangan* antara dua pihak itu. Dephut, Former MFP Co-director

*Our hope is that this organization will encourage government to look, listen and understand community aspirations, and support government to do something facilitative of these community aspirations...other organizations generally make government and communities confront each other, such that these two sectors are 'at war.'*

### **On Impacts or Consequences**

*Weak in coordination and communication with other organizations, but can influence many programs and other donors. If coordination is improved, you get better synergies in funds and joint support for activities. Prof in Forestry Economics*

*Must continue to promote the ideas 'sosialisasi' in open discussions, not just through publications. NGO facilitator*

.Forest/environment governance PGR sudah menghasilkan hal hal positif seperti status hutan desa/adat dan REDD sebagai kompensasi kepada masyarakat. Tetapi terputus sampai disitu, karena tidak/belum menjembatani bagaimana status hutan desa tersebut bermanfaat secara social ekonomi, bukan hanya secara lingkungan, bagi masyarakat. Potensi listrik microhidro, karet, kerajinan, air membutuhkan swasta dan pasar, dan juga dana CSR corporate, bagaimana hal ini bisa dijembatani dan dikomunikasikan dengan tepat merupakan tantangan kedepan. Business Rep; former PGR adviser

*FGP-PGR has provided positive results like status of Hutan Desa/Adat and REDD as a form of compensation. But it stops there, as it has not yet bridged, how these forest arrangements (Hutan Desa, etc) are beneficial socio economically not just environmentally. Future challenges include bridging forth such potentials as micro hydro electric, rubber, handicraft, water, as needed by private markets, and CSR needs.*

The forest- non-forest dichotomy of the past has not worked, a more open analysis of 'function' over 'form' is needed. Clarifying 'function', with regard to products/benefit sharing, water flows & climate variability, Carbon storage and emissions, and biodiversity goals can lead to more creative local initiatives to reconcile local and external perspectives. Scientist ICRAF

Dalam upaya meningkatkan kesejahteraan masyarakat (poverty alleviation), PGR sebaiknya terus melakukan fasilitasi terhadap :Community based forest management (CBFM), Penguatan community forest entrepreneurship melalui peningkatan system informasi dan akses pasar yang luas dan legal, Advokasi kebijakan . Provincial Forestry office, NTB

*In poverty alleviation, PGR should continually facilitate CBFM, strengthen community forestry entrepreneurship through improvement of information systems and wider market access, that is*



*legal. Need policy advocacy for this.*

Karena penerima manfaat langsung dari keberadaan hutan adalah masyarakat sekitar/dalam hutan. Sebagai penerima manfaat langsung, masyarakat perlu diperkuat baik SDM, kelembagaan maupun teknologinya untuk dapat bersaing dan meningkatkan pemanfaatan hutan, kawasan hutan, dan hasil hutan, yang pada akhirnya mampu menciptakan kesejahteraan masyarakat. Dampaknya, penerima manfaat akan menjaga dan mempertahankan keberadaan hutan tersebut. Hasil program PGR ini sudah memberikan manfaat berupa peningkatan kapasitas masyarakat dan petugas. Local government, NTB

*As direct beneficiaries of good forest management, local community groups need to have better capacity, skills, organizations, technology to compete with others in forest production, which improves their welfare. Impact will be in community sustainable forest management. Current results of PGR program shows it has improved capacity of local community and forest staff.*

### **Some Suggestions**

Perlu membangun jembatan dengan sector swasta dan pasar. Sekarang saya balik ke sector corporate dan market, jika PGR membutuhkan input dari sisi yang berbeda tentang forest and environment, saya bisa membantu. Former PGR Adviser

*“Need to bridge work with private sector and markets. I’ve returned to the corporate and market sector, such that if PGR needs input from a different perspective, on forest and environment, I can help.”*

Menjadi tandatanya juga mengapa ‘menyalurkan dana’ atau ‘memfasilitasi peningkatan ketersediaan dana untuk organisasi akar rumput tidak muncul dalam misi PGR? Bukankah PGR memberikan banyak grant untuk organisasi local? Prof, Forestry Economics

*One can question, why you ‘provide grants’ or ‘facilitate increase in fund availability’ for grassroots organizations but this does not show up in the PGR mission?*

Selain Review apa yang telah dilakukan, juga perlu review direction yang akan dilakukan dan sisi strategis nya, juga perlu impact assessment dan perbandingan dengan lembaga lain dalam kegiatan yang sama dalam tingkat keberhasilan. Juga perlu di lihat aspek “value for money” karena PGR belum menggunakan “unit cost” yang tepat. PGR juga terkesan sebagai organisasi yang “boros” untuk hal-hal yang tidak perlu tapi sangat pelit dalam hal yang strategis. Former PGR Adviser

*Apart from this review, you need to review the future directions from a strategic standpoint, and an impact assessment and comparison with other organizations of similar type, in terms of effectiveness. Look at the ‘value for money’ aspects, as I think PGR has not used the appropriate ‘unit cost’. Outside impression is that this organization is unduly ‘extravagant’ for some costs, but ‘scanty’ for strategic ones.*

Sebaiknya hasil evaluasi seperti ini decompile, lalu dianalisa, serta dibuat rekomendasi tentang bagaimana agar PGR-FGP lebih berhasil dimasa datang. Council for Climate Change

*These results should be compared and analyzed, for future successes.*

Aksi kunci yang perlu dilakukan adalah know your customer (memahami dengan baik dan benar siapa mitra dilapangan). Membentuk kader2 yang ada dimasyarakat dimasing2 bidang untuk menjamin keberlanjutan program didaerah tersebut. Baplan

*Key actions: 'know best your customer: who are your field partners'. Set up a cader of community groups that ensure sustainability of the program in the regions.*

Emergence of 'Hutan Desa' as new working compromise between forest authorities and local stakeholders, even though the administrative and approval procedure is heavy. Analysis of the Hutan Desa pioneers in Lubuk Beriunging emphasizes the relevance of long-term on the ground commitment to trust building, plus an effective multiscale (village/kabupaten/province/national) connectivity – few issues can be resolved at a single scale. Scientist, ICRAF

*Strengthen working groups in the regions as well as at the centre in preparation for the overwhelming arrival of brokers for REDD to arrive in Indonesia. NGO facilitator*

*Administrative loads on PGR-FGP contracts are heavier than necessary, taking up too much of the budget supposedly meant for content. Scientist, Jakarta*

*Improve coordination, ... choose program that aligns with policy directions and needs of the regions, ie, in NTB need further facilitation to fastrack IUPHKm and/or IUPHHK-HTR (through facilitation of development of plans for general/yearly plans), mapping areas, provision of technical silvicultural knowledge, and support for development and operationalization of KPH. Provincial Forestry Office, NTB*

## ANNEX 6

## Proposal appraisal guidelines

## PARTNERSHIP FOR GOVERNANCE REFORMS

No	Issues	Average Score			
		1	2	3	4
1	Operational Capacity				
	Are human resources allocation clearly defined?				
	Is segregation of duties clearly defined?				
	Is coordination plan clearly defined?				
	Is the time frame realistically set?				
2	Relevance				
	How relevant is the proposal to the strategic planning?				
	How relevant to the particular needs and constraints of the target region(s) is the proposal? (baseline data are addressed)				
	How relevant is the proposal to respond the people's needs <b>especially addressing gender and marginalized groups?</b>				
	How far is the proposal contribution in strengthening Partnership's position as the strongest advocator of reformation in Indonesia?				
	How relevant is the proposal to the Multi-tiers? (Multi-tier aspects: sector, agent, societal level, approach)				
3	Methodology				
	Are the activities proposed appropriate, practical, and consistent with the objectives and expected result?				
	How coherent is the overall design of the action? (in particular, does it reflect the analyses of the problems involved, take into account external factors and anticipate an evaluation?)				
	Is the risk management satisfactory?				
	Is the strategy clear and feasible?				
	Does the proposal contain objectively verifiable indicators for the outcome of the action?				
4	Sustainability				
	Is the action likely to have a tangible impact on its target groups?				
	Is the proposal likely to have multiplier effects? (including scope for replication and extension of the outcome)				

	Are the expected results of the proposed action sustainable (both financially and institutionally)?				
5	Budget and Cost-effectiveness				
	Is the ratio between the estimated cost and the expected result satisfactory?				
	Is the proposed expenditure necessary for the implementation of the action?				

1: Very poor 2: Poor 3: Adequate 4: good 5: very good

## **Terms of reference (Rev180310)**

### **EVALUATION ON FORESTRY GOVERNANCE PROGRAMME**

#### **Introduction**

The Forestry Governance Program (FGP) is a program under Partnership – Environmental and Economic Governance Cluster that was developed as an instrument for supporting partnerships for forest governance reform. It was developed from the approach and successes of Multi-stakeholders Forestry Program with DFID and the Norwegian Embassy as initial donors. In continuance of the effort to promote sustainable development as a holistic approach to poverty reduction, the Royal Norwegian Government is currently providing full support for Forestry Governance Program under Partnership as the sole donor.

The Royal Norwegian Government, through Norwegian Ministry of Foreign Affairs, has made available a financial grant of approximately USD 3.4 million for Forest governance Program (FGP) to be used exclusively to finance the Programme during the planned period 2007 – 2010. In 2008, the agreement was amended to accommodate the needs for additional budget and to the new direction of FGP in line with new inception of the new cluster, Economic and Environment Governance. Total amount of funds that has been received was around USD 4.9 million.

The first evaluation, a mid-term program evaluation<sup>1</sup>, was conducted in February 2009 after approximately one and a half year of program intervention. The mid-term program evaluation covers the program period from its initiation in mid 2007 to the end of 2008. Only 5 CFs were included in the mid-term program evaluation (JAVLEC, and grant to WGP. SSS, KBCF, SSS and SAMANTA) and since KAMUKI (in West Papua) was established later at the end of 2008 and still in early initiation process. The result of mid-term evaluation acknowledged significant achievement of program outcomes. However, the evaluation also notes that several improvements are to be done in supporting the Community Foundations and strengthening their role as regional grant making organizations. Several aspects to be improved include accountability, efficiency, service to partners and program quality.

Following the mid-term evaluation, another additional fund is requested for the amount of USD 2.26 million for year 2009 - 2010. The additional fund is needed to expand and up-scale the Forest Governance Program to promote deeper governance reform within Ministry of Forestry, not only to contribute to the reduce deforestation but also to reduce poverty level of forest dependant communities, and mainstreaming of REDD in Indonesia. Forest Governance Program also developed partnership mechanism with approximately 22 main partners in national and regional level, such as local government, community foundations, CSOs, university, and etc.) in implementing their activities. It collaborates with 6 Community Foundations (JAVLEC, SSS, SCF, KBCF, SAMANTA and KAMUKI) and sixteen national or regional partners (*List of projects and partners under FGP is attached*) covering the following

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<sup>1</sup> The Mid-term Program Evaluation covers the program period from its initiation in mid 2007 to the end of 2008. Only 5 CFs were included in the mid-term program evaluation (JAVLEC, SSS, KBCF, SSS and SAMANTA) since KAMUKI (in West Papua) was established later at the end of 2008 and still in early initiation process.

six regions in Indonesia: Java, Sumatera, Kalimantan, Sulawesi, Nusa Tenggara and West Papua.

After approximately three years of intervention, a **Program Evaluation** should be conducted to assess on the achievement of Program to date, with particular attention to the achievements of its objectives, thus enabling us to plan and implement things better in the future. Parallel with the Program Evaluation, an **Organizational Assessment** of community foundations should also in place, as one of the way to measure the achievement of one of the program’s outcome in empowering and strengthening community foundations. This evaluation is particularly important for both the Norwegian Government and Partnership as a reflection of interventions which will be used as a feedback and input for future programs funded by the Norwegian embassy and implemented by Partnership in regards to environmental governance.

The evaluation shall be conducted independently by hiring external assessors who have the vast experiences in conducting a program evaluation and impact & organizational assessment, which relate to environmental and economic governance area. The assessor should provide a review and overall evaluation of the program. The evaluation process will be monitored by a Steering Committee (SC), which will consist of representatives from Norwegian Embassy as the donor, Project Management Unit and Program Monitoring and Evaluation Unit. A comprehensive Evaluation Report shall be produced from this evaluation and submitted to Norwegian Government and Partnership.

### Scope of the Evaluation

The assessment will be conducted to assess the effectiveness and impact of the program, in order to provide recommendations for future projects alike.

The assessors will give an outlook on Forestry Governance Program’s intervention by analyzing it through the 5 elements of evaluation as follows:

#### Elements of evaluation:

<b><u>Relevance:</u></b>	<ul style="list-style-type: none"> <li>- To what extent are the intervention’s project purpose and overall objective responding to the needs priorities of the different stakeholder?</li> </ul> <p><i>Note:</i> <i>Lead Assessor is also expected to provide a <b>Comparison of Partnership’s (FGP) intervention with other interventions by different donors</b> related to this element.</i></p> <ul style="list-style-type: none"> <li>- What governance intervention that Kemitraan conducted during the period of program</li> <li>- Has this intervention succeeded and impactful?</li> <li>- Who are the beneficiaries of these intervention?</li> </ul>
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<p><b><u>Efficiency:</u></b></p>	<ul style="list-style-type: none"> <li>- Have the available means, human and financial resources, been optimally utilized?</li> <li>- How is the actual realisation of resources compared to the plan and budget?</li> </ul> <p><i>Note: please provide <b>comparison table</b> indicates the budget vs. actual for every partners and projects</i></p>
<p><b><u>Effectiveness:</u></b></p>	<ul style="list-style-type: none"> <li>- Level of achievement: to what extent have the program output and outcome has been achieved?</li> <li>- <b>Analysis of the achievement in each program output and outcome</b></li> </ul> <p><i>Note: Assessors are expected to provide:</i></p> <ul style="list-style-type: none"> <li>- <b>Analysis of the achievement</b> in each program outputs/outcomes</li> <li>- <i>In respond to one of the FGP's output in empowering Community Foundations, an <b>organizational assessment</b> on each Community Foundation shall be conducted by one Assessor as a member of the Evaluation Team. <b>The detailed TOR for CF Organizational Assessment is attached.</b></i></li> </ul> <ul style="list-style-type: none"> <li>- What are the strategies used and how appropriate were the strategies used for each stakeholders?</li> <li>- What kind of technical support provided and should be provided by Partnership to increase its partner's management and substantive capacity?</li> <li>- How far the program adopted the recommendation of the mid-term evaluation result?</li> <li>- How far Kemitraan management leverage Norwegian support to mobilize additional resources?</li> </ul>
<p><b><u>Impact &amp; sustainability:</u></b></p>	<ul style="list-style-type: none"> <li>- What wider impacts have been caused by the intervention? Have the program managed to create change in the targeted community and other beneficiaries?</li> <li>- Are there any unintended effects and/ impacts (negative and positive) from the implemented projects?</li> <li>- Is it likely that the intervention's positive effects continue after the project period?</li> </ul> <p><i>Note:</i></p>

	<i>In the impact evaluation, the evaluation team shall also seek for <b>testimonies</b> from beneficiaries on the program impact and <b>Partnership's added value</b>.</i>
<b><u>Recommendation:</u></b>	<ol style="list-style-type: none"> <li>1. What are the best strategies and measures for future forestry governance programs?</li> <li>2. What is the best role Partnership should play in upcoming Forestry program?</li> <li>3. Capacity need assessment of PGR's partners</li> </ol>

### User of the Evaluation

1. Norwegian Embassy
2. Partnership for Governance Reform Indonesia
3. Direct Stakeholder of the Partnership for Governance Reform
4. Public

### Methodology & Approach

1. Method of data collection should, at a minimum, include the following:
  - Desk study (reports and project documents)
  - Interview with relevant PGR (Project Management & PME) and/or beneficiaries
  - FGD with partners and/or beneficiaries
  - Survey on impact to beneficiaries
2. Levels of intervention to be evaluated
  - Kemitraan Management
  - Beneficiaries
  - Government Partners:
    - a. Ministry of Forestry : Government departments (RLPS, KPH, etc.) , Working Group *Pemberdayaan* (WGP)
    - b. Provincial Government of Central Kalimantan
    - c. DNPI
  - - a. 6 Community Foundations (CF):
      - i. JAVLEC (Java Learning Process)
      - ii. SSS (Sumatra Sustainable Support)
      - iii. SCF (Sulawesi Community Foundation)
      - iv. SAMANTA (Yayasan Masyarakat Nusa Tenggara)
      - v. KBCF (Kawal Borneo Community Foundation)
      - vi. KAMUKI (West Papua Community Foundation)
    - b. Other national & regional partners (refer to the list)
  - Project management



### Period & Area of Assessment

Areas : Six (6) areas - Jawa, Sumatera, Kalimantan, Sulawesi, Nusa Tenggara & West Papua

Time frame : 8 weeks (March– April) - tentative\

No.	Activity	Who	Time*	Output	Venue/notes for PGR
1	a. Desk analysis from data of PGR grants/grantee reports, reflection materials or any documentation of forest governance meetings, reports from previous evaluators complete with attachments; b. Development of evaluation tools (evaluation questions, survey guidelines) & c. identification of key independent facilitators of regional meetings	Nonette	1 week (April) with a half day face to face meeting w/ PGR team, Apr 14	The assessors get clear understanding on the PGR Program and targets of evaluation/assessment, including agreed indicators	Homebase, online with Jakarta;  Nonette & team: Supplied copies of all relevant Program documents, Logframe, Grantee reports, key program reports, previous evaluation reports
	b.Preparation of Questionnaire for environmental /economic governance (in consultation with Nonette)	Andik/Zulkifli	1 day	a)Completed environment/economic governance questionnaire from all CF's;	Nonette: Identify a good independent facilitator/experts for regional meetings.  PGR: Hire the selected facilitators
	c.Preparation of Questionnaire for OD of CF's (in consultation with Nonette)	Lili	1 day	b)Completed questionnaire of OD capacities of CF;	Nonette & team: Identify a good list of 'thought leaders' at least 15 people on Indonesian Forest Governance, together with PGR.  Nonette wt Team: Finalize set regional meeting dates for 4 regions,
2	Nonette Join grantees meetings or conduct separate/back to back ( a day or half day), to talk about issues/strategies, (FGD)	Nonette,	4-6 days (2-3 days each site)	1. Findings on Relevance/ Effectiveness of program, and effectiveness of management	Need to set/finalize regional meeting date for Lombok and Java to match my schedule

		Andik, (negotiate to fit sched)	NTB-Lombok, April 25-27	2. Findings of impact	
	One on one with grantees on grant management, facilitation and services, (interview)	Zulkifli (negotiate to fit the sched)	Java, April 29-30	3. Preliminary field notes and analysis 4. Video documentation (via Avi) of the testimonies of partners on forest governance issues/strategies	Finalized video documentation guidelines by 2d wk of March
3	Field visit: ocular surveys and interviews on impact; survey data processing	Team	Inclusive of above regional meetings (max)	Survey result on impact of program using social, economic and OD indicators	Field Nonette prepare field survey Qs
	Facilitation of Evaluation and Field Visits to investigate parameters for effective environmental/economic governance	Andik/Zulkifli	(3 days per CF, 2 CFs, total of 6 days/expert	a) field visit FGD and Site interview summaries of CFs and local partners: list of sites, interviewed people (community, NGO, local government, thought leaders), policy, networks, consequences	Nonette skype with other evaluators to assess use of social/economic and OD indicators Nonette to frame guidelines for inquiry
	Facilitation/Evaluation and Field visits to assess existing CF capacities for OD, and facilitating fund distribution	Lili	3 days each CF, 2-3 CF's can be visited, suggest: Samanta, SSS, SCF (Sulawesi)	b)Assessment of OD capacities of each CF	Arrange and finalize half day field visit to at least 2 closest field sites in Lombok and Java

## Expected OUTPUTS

1. **Comprehensive analytical report**, covering the following elements of evaluation: Relevance, Effectiveness, Efficiency, Impact & Sustainability and Recommendation.

The report shall also includes:

- Data summarized and presented in matrix, graphs, chart or other visual presentation deemed necessary
- Testimonials from beneficiaries
- Testimonials from program's partners on Partnership's added value

2. **Executive summary and**

3. **Presentation**

All reports are **preferably written in English and Bahasa Indonesia**. The assessor can adjust the written report structure after discussing it with the steering committee (SC), which consists of PME Unit, PMU and representatives from donor. The report will be submitted to the PMEU as the leading unit for this impact assessment.

Please refer to **Annex II** for suggestion on reporting format

## Payment Terms:

The payment will have two instalments:

1 <sup>st</sup>	Contract signed	30%
2 <sup>nd</sup>	After the final result is accepted	70%

### **Note:**

***The full payment is payable upon submission of the work to the satisfaction of the Steering Committee, achieving the expected evaluation report quality. Should the Evaluation team provide unsatisfactory services in delivering the necessary outputs, Partnership will deduct 20% of the total contract value. Full payment can also be made if the contractors submit their expected output within 2 months after the contract ends without further additional cost.***

## Required Expertise

The team will be composed of:

- **1 Lead Assessor**
- **1 Environment Expert**
- **1 Economy Expert**
- **1 Organizational Development expert**
- **Independent facilitators**

A **Steering Committee** shall act to monitor and provide inputs as well as guidance to the evaluation process. The Steering Committee consists of the following parties:

1. Representatives from Norwegian Government
2. Project Management Unit (Chief of Cluster and Project Manager)
3. Monitoring and Evaluation Unit (M & E Manager and M & E Officer)

## Responsibilities and services of Assessor Team

### Responsibilities of the Lead Assessors:

1. Read and comprehend as well as give improvement of the TOR whenever is necessary.
2. Create the most effective working mechanism, methodology and tools to fulfil all the deadline and provision from the PGR.
3. The Lead Assessor will also responsible to the overall evaluation process
4. The Lead Assessor will be responsible to develop the tools for impact survey as well as manage local researchers to conduct the intended survey for best results.
5. Provide evaluation mechanism that suits with the TOR milestone.
6. Report and communicate all progress to SC in an open manner.
7. Formulate sound and in-depth evaluation report.

### Responsibilities of Expert:

1. Read and comprehend the TOR.
2. Follow guidance from Lead Assessor for the focus group discussions, interviews and survey on impact based on its own expertise.
3. Conduct FGDs, interviews and impact survey to relevant stakeholders using the tools developed by Lead Assessors in the best manner.
4. Gather and analyze qualitative and quantitative data collected through the required FGDs, interviews and survey
5. Report and communicate all progress and problems to Lead Assessor in an open manner.
6. Formulate and submit a comprehensive synthesis of data findings to the Lead Assessor in timely manner.

### Services to the team:

1. PME and PMU will provide the relevant project documents and information for the purpose of evaluation to the Lead Assessors.
2. Guidance by PME Manager and PMU that will monitor the assessor's performance. The assessor team will correlates with the steering committee on daily basis for any progress, needs and changes if necessary.
3. Reimburse all transport to field sites based on the invoice submitted;

## Competencies

### Lead Assessor:

- Extensive experience in environment issues in Indonesia, particularly on climate change and community based forest management as well as other related issues.
- Proven track record in environment sector, external writing in media or published book is preferable.
- Proven track record on managing independent evaluation team for big-scale program
- Analyst with proven experience in evaluation and impact assessment mastering both qualitative and quantitative method,
- The advanced university degree should preferably be in political sciences, environment or other relevant social sciences.
- Outstanding presentation skills on writing and communication skills

### Experts:

- Extensive experience in environment/economy-organizational development issues in Indonesia, particularly on climate change and community based forest management as well as other related issues.
- Proven track record in aforementioned area with external writing in media or published book is preferable.
- Knowledgeable on the structure and management of non-profit organization (NGO, CSO and others)
- Broad understanding of governance and accountability issues, knowledge on environmental issues is preferable
- Ability to work as part of a team
- Outstanding proven writing and communication skills

### Independent facilitators:

- Proven track record
- Extensive experience in facilitating multi-stakeholders forum
- Possess adequate knowledge on the environment and economy issues, preferably in his/her own area.
- Ability to process and analyze data of FGD, interviews and survey results
- Proven writing discussion report

## Selection Criteria

The applicants interested to apply for the positions should submit the following documents:

**- Resume, indicating relevant experience and expertise as required by the relevant position.**

In addition, Lead Assessor and Assessor for CF Organizational Capacity Assessment, should also submit the following documents:

### **Lead Assessor:**

Proposed Program Evaluation plan (methodology, schedule) in response to the TOR including the experts workplan

## Annex I

- ❖ The main report and each regional report are preferably **20 pages** maximum with 2 pages of Executive Summary
  
- ❖ The report should at least address the following aspects:
  1. An Executive Summary addressing 5 elements of evaluation
  2. Introduction or profile of the activities assessed & description of the evaluation methods used
  3. Mapping of Partnership's intervention in Forestry Governance Program covering the areas of intervention, partners and strategy used
  4. Findings and analysis on achievements of outputs and outcomes.  
*Note: a summary of CF organizational result shall be integrated in this element, addressing the program effectiveness in empowering CF as one of its output.*
  5. Comparison analysis between Partnership's intervention with previous and other interventions
  6. Analysis of Impacts
  7. Lessons Learned
  8. Recommendation
  9. Appropriate Annexes (Comprehensive report on CF Organizational Assessment, regional evaluation reports, field data & data collections tools, bibliography and other information).
  
- ❖ All data to be used in the Evaluation Report shall be displayed comprehensively using any visual means (graph, chart, map, etc..)



